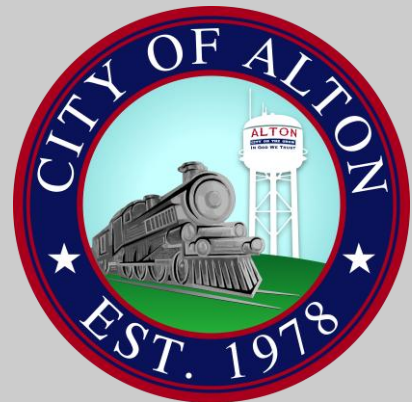


CITY OF ALTON BUDGET FY21-22



City of Alton
Fiscal Year 2020-2021
Budget Cover Page
September 28, 2021

This budget will raise more revenue from property taxes than last year's budget by an amount of \$200,244, which is a 9.51 percent increase from last year's budget. The property tax revenue to be raised from new property added to the tax roll this year is \$77,004.

City Commission Record Vote

The members of the governing body voted on the adoption of the budget as follows:

FOR: Mayor Salvador Vela, Mayor Pro Tem Arturo Galvan Jr., Commissioner Ricardo Garza, Commissioner Richard Arevalo and Commissioner Emilio Cantu Jr.

AGAINST: None

PRESENT and not voting: None

ABSENT: None

Property Tax Rate Comparison

| | 2021-2022 | 2020-2021 |
|---|------------------|------------------|
| Property Tax Rate: | \$0.4367/100 | \$0.4367/100 |
| No-New-Revenue Tax Rate: | \$0.4114/100 | \$0.4257/100 |
| No-New-Revenue Maintenance & Operations Tax Rate: | \$0.2984/100 | \$0.3053/100 |
| Voter Approval Tax Rate: | \$0.4420/100 | \$0.4505/100 |
| Debt Rate: | \$0.1194/100 | \$0.1208/100 |

Total debt obligation for City of Alton secured by property taxes is \$11,606,114.

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GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished
Budget Presentation
Award*

PRESENTED TO

**City of Alton
Texas**

For the Fiscal Year Beginning

October 01, 2020

Christopher P. Morill

Executive Director

2020

The Government Finance Officers Association of the United States and Canada (GFOA) presented for the sixth time a Distinguished Budget Presentation Award to the City of Alton, Texas for its annual budget for the fiscal year beginning October 1, 2020 through September 30, 2021.

In order to receive this award, a governmental unit must publish a budget document that meets program criteria as a policy document, as an operations guide, as a financial plan and as a communications device. The award is valid for a period of one year only. We believe our current budget for FY 2021-2022 continues to conform to program requirements, and we are submitting it to GFOA to determine eligibility for another award.

CITY COMMISSION MEMBERS

CITY OF ALTON TEXAS



Mayor Salvador Vela



**Mayor Pro Tem
Arturo Galvan Jr**



**Commissioner
Ricardo Garza**



**Commissioner
Richard Arevalo**

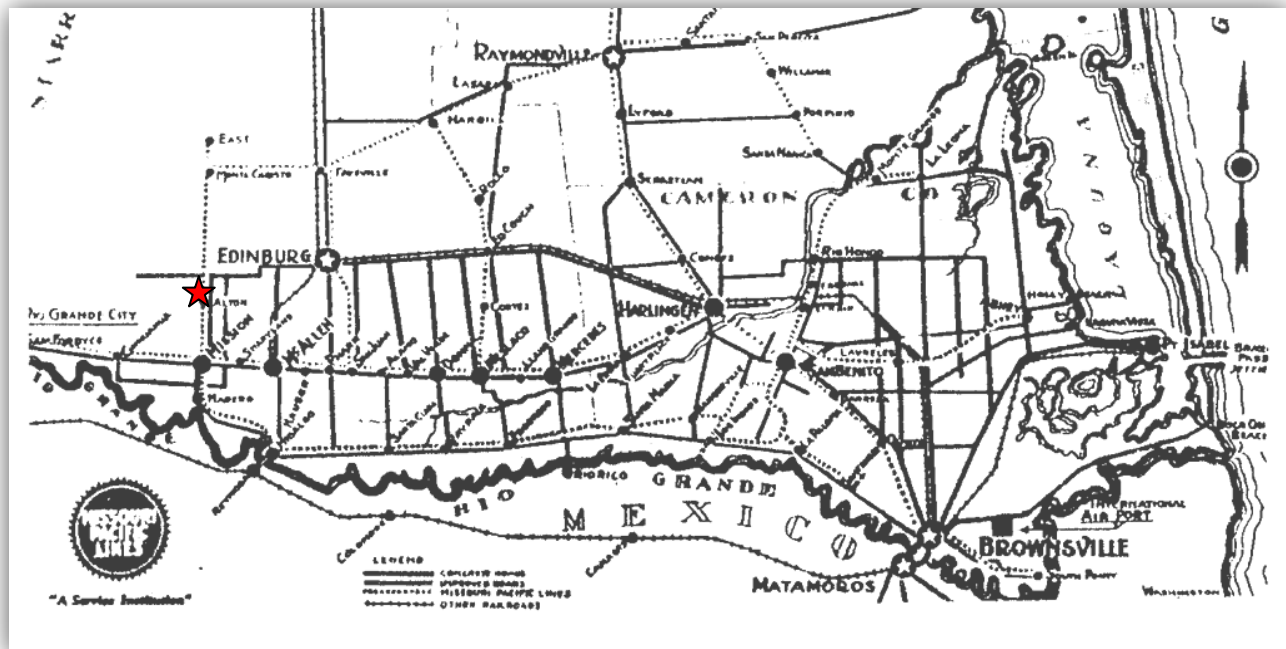


**Commissioner
Emilio Cantu Jr**

INTRODUCTORY INFORMATION

HISTORY

Alton, Texas originated as a stop on the San Benito and Rio Grande Valley Railway, nicknamed “The Spiderweb Railroad”. It was founded in 1911 by citizens and railroad officials of Alton, Illinois and the Alton Illinois Railroad. Alton is located just four miles north of the City of Mission on State Highway 107 in Hidalgo County.



"The Spiderweb Railroad"

Described as a network of feeder spurs which eventually grew to about 128 miles of track.

The Spiderweb Railroad was the brainchild of Sam A. Robertson, founder of nearby city, San Benito, Texas. Robertson, a brilliant civil engineer and a man of unusual foresight, had an excellent record for railroad building in the West. In the midst of 1907, he had acquired a total of 68,000 acres for development, platted the San Benito Townsite and had water flowing in from the main canal, originally a dry “resaca” (holding pond). In 1911, the San Benito and Rio Grande Valley Railway made junction with the St. Louis, Brownsville and Mexico Railway. Shortly thereafter, more than a dozen other new towns, including Alton, were growing lustily along the railroad right of way from San Benito to Mission, Texas. For the locals, this period was essential in the Valley’s early development into one of the country’s leading fruit and vegetable producing era.

Markets in the East and Midwest part of the country were eager for fresh fruits, vegetables, fuel oil, machinery, and construction products that the Spiderweb Railroad could ship for them. The Rio Grande Valley was in abundance of fruits and vegetables, but Alton, better known for its sedimentary rock “caliche” pits, had the perfect product to ship for construction projects being built up north during this period. The Alton Railway from Alton, Illinois made its way to the Valley to be the main shipper for caliche. Workers from the Alton Railway decided to remain in this hardly known town and began settling. Even though Alton was located a little over 69 miles from the main railroad artery in San Benito, the fifty citizens that established themselves in Alton took advantage of making it one of the last stops for the Spiderweb Railroad. They took part in the excavating and shipping of the tons of sedimentary rock to northern states. Today, the caliche pits remain as a reminder of the influence they took in initiating our city.

Even though Alton was a very small town along the railroad, a post office was established from 1913 to 1916. Since then, Mission has served as the main post office. In recent years, a sub-post office has been maintained in Alton for postal services. In the late 1920’s, a small six-grade school was in operation. Named after the town, Alton School was managed by the Hidalgo County School Superintendent. It was later consolidated with the Mission Consolidated Independent School District and is now Alton Elementary. Many of their alumni still reside in Alton.



John H. Shary in 1939

In 1912, businessman and developer John H. Shary became interested in the lower Rio Grande Valley’s commercial potential of citrus-growing. Between 1912 and 1923, Shary purchased and subdivided more than 50,000 acres in Alton’s neighbor city of Mission. Around 1915, he purchased an irrigation project from John Conway, the founder of Mission, and created the United Irrigation Company. The U.I.C. supplied water to more than 55,000 acres of land. The small population of Alton locals and migrants helped clear brush, dug canals and laid in roads and began developing citrus farms. As the town’s need for water grew, Water District No. 7 was formed in the 1930’s; it was later named United Water

District in 1990. Sharyland Water Supply is now Alton’s water utility.

Alton’s growth was hardly noted; however, its neighboring city of Mission was well known for John H. Shary’s Orchards. After two more decades, the Spiderweb’s Railroad decline was due to advances in road building and motor transportation. With the initiation of better highways and fluctuating traffic, the railroad incrementally abandoned the railroad tracks over time. Serving the Valley well over many years, but time, progress, and the changing nature of agriculture

made it obsolete and uneconomical. In 1969, the segment from Alton to Monte Cristo was abandoned. Practically the entire railroad has now been demolished.

In 1967, San Martin de Porres Catholic Church, originally a mission, was constructed. Due to the immense attendance and servicing of over 250 families for Alton and adjoining towns, a large hall and other improvements were added, declaring it a parish in 1969. San Martin de Porres Catholic Church now serves a general population of over 17,000 from Alton and its surrounding neighboring cities. There are over 20 places of worship that include Baptist, Pentecostal, Christian and Catholic Parishes in Alton today.



San Martin de Porres Catholic Parish

THE DEVELOPMENT OF ALTON, TEXAS

With the population of about 2,400, the community voted to incorporate and formed a General Rule Charter on April 1, 1978. It's first Mayor, San Juanita Zamora, fought for incorporation to avoid any further developments of "colonias" having inappropriate water, sewer, streets and other problems that continued to emerge. Colonias are known as city neighborhoods or a rural settlement inhabited predominantly by Mexicans or Mexican Americans. Mayor Zamora wanted development to be controlled by enforced rules, and Federal funds were available to a small corporation. With the city's first four aldermen, their first meetings were



Alton City Hall - 2006

held in a small room leased from a local merchant. Within a few months, a church down the street offered to sell their building for a fair price. The City Hall housed the court, police station, a two-cell jail and the public works department. A volunteer Fire Station and community center were among the public buildings that were subsequently built the same year.

With continued efforts and dedication, the city's administration was approved for a Farmers Home Administrations loan which was to be utilized for housing, water systems, emergency relief and rural development. Consequently, in 1981, HUD approved a similar grant to be used for drainage system, water lines, meters, acquire land for low-rent housing; installing gas lines, commence a housing rehabilitation program and for commercial and industrial development.



The city's population was slowly developing and was not recognized for almost a decade. Long gone were the days known for its caliche pits. That recognition was acknowledged again on September 21, 1989. At about 7:30 a.m., a Dr. Pepper truck collided with a Mission CISD school bus, knocking it into a caliche pit filled with water at the cross corner of Five Mile Road and Bryan Road. The small community was devastated for a total of 21 children drowned and 60 were injured. The news of such tragedy had the town, the county, and even the nation, mourning for these children. A few years later, Alton received a grant from the Texas Park and Wildlife Commission to aid with the

construction of a memorial park dedicated to the children lost in the accident. The complex was completed in 2004.



[1989 Bus Accident Memorial at Josefa Garcia Park, Alton, Texas](#)

In 1990, the population in Alton grew slightly to 3,069. With a new Mayor, Salvador Vela, and five Aldermen, a new vision for the town was forming. Improvements for existing colonias in Alton were in the works with the county for street paving and the installation of proper sewer lines. A portable building was built as a Community Center across the City Hall. The Volunteer Fire Department slowly grew as it served Alton and nearby rural areas for the county.

A 4A and 4B Development Corporations were voted in on July 9, 1996 to facilitate all economic development functions for the City of Alton. The City of Alton Development Corporation (CADC) was created to promote, encourage and enhance the creation of jobs and expansion of the local tax base through projects which assist in the retention and expansion of existing primary employers. The CADC created and obtained funding from several sources to promote good business practices throughout the city.



Within a decade, Alton grew an astounding 47%. According to the 2020 Census, Alton had 18,198 residents. Land was acquired by the city and had the opportunity to build a Community Center with a grant from Texas Parks and Wildlife and the Urban County Program of the Hidalgo County. With the city fathers' vision of the value of helping the community, the Alton Recreation Center was also built in partnership with Texas A&M University CHUD Colonias Program in 2001. Nonprofit organizations are able to offer services in these facilities, thus impacting the community by allowing them access to recreation, health and quality of life from such local partners. Both facilities are presently active and continue to offer diverse types of programs for the residents of Alton.



A Home Rule Charter was voted for in the May election of 2006 and the City of Alton now has a Mayor and a four member board of Commissioners. The Greater Alton Chamber of Commerce was also established within this year, with its goal of creating a positive business environment within the community. The GACC is a nonprofit organization committed to supporting the networking among chamber members, catalyzing business development and promoting the City of Alton. In 2007, a new City Hall was constructed; it houses the Municipal Court, Police Department and Administrative offices. A Public Works facility was added in 2010 to provide further services for the City of Alton residents. In 2020, the Community Service Center building was refurbished to house the Public Safety Building.



Alton City Hall

509 S. Alton Blvd., Alton, Texas

CITY ON THE GROW

Today, the City of Alton is comprised of five departments that provide multiple services to residents. The City places a high priority on public safety and maintains a force of 21 sworn Police Officers and 18 sworn Firefighters. In 2016 Alton completed a new 9,000 square foot fire station with living quarters and a small Fire Academy training facility. Residents enjoy an array of recreation opportunities with four parks covering more than 61 acres, as well as a recreation center and a senior center. Services are further enhanced with the City Hall serving as an official US Passport Acceptance Facility.



While the City of Alton provides traditional municipal services, it also operates its own solid waste collection. The Alton Public Work Solid Waste Department offers both residential and commercial solid waste collection and has a 24 hour drive up recycling facility. A public sanitary sewer system is also owned by the City of Alton.



For more information about Alton follow the link:

<https://youtu.be/wbj5IlvnU4s>

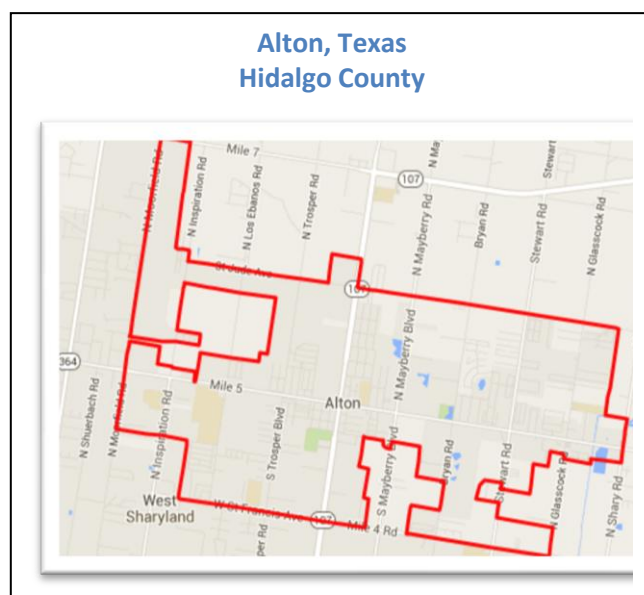
COMMUNITY PROFILE

The City of Alton is located in the Rio Grande Valley of South Texas. It is four miles north of the City of Mission on SH 107 in Hidalgo County. It is fourteen miles north of the Mexico border and approximately eighty miles west of the Gulf of Mexico. Alton covers 4,449 acres, an ETJ area of 6,340 acres and is proximate to three major highways: SH 107, U.S. Highway 281 and U.S. Highway 83. The water supplier for the City is Sharyland Water Supply Corporation. Effluent is treated by the City of McAllen Public Utilities Board.

The City of Alton is known as the “City on the Grow” for it has increased by 301% within the last nineteen years. Alton’s population totaled 4,384 in the 2000 Census count, with 12,341 in 2010, and 18,198 in 2020. The City has an estimated 4,436 housing units (based on utility accounts) and an unemployment rate of approximately 6.7%.



City of Alton



COMMUNITY DEMOGRAPHICS ALTON, TEXAS

| Description | Data | Description | Data |
|---|--------|--|----------|
| People Quick Facts | | Housing & Income Quick facts | |
| Population, 2020 | 18,198 | Owner-occupied housing unit rate, 2015-2019 | 69.8% |
| Population, 2010 (April 1) | 12,341 | Median value of owner-occupied housing units, 2015-2019 | \$73,900 |
| Population, percent change - 2011 to 2019 | 30.3% | Median selected monthly owner cost with mortgage 2015-2019 | \$1,099 |
| Population, Census 2020 | 18,198 | Median selected monthly owner cost without mortgage 2015-2019 | \$374 |
| Persons under 5 years, percent | 8.3% | Median gross rent 2015-2019 | \$733 |
| Persons under 18 years, percent | 35.3% | Households, 2015-2019 | 4,469 |
| Persons 65 years and over, percent | 9.5% | Persons per household, 2015-2019 | 3.8 |
| Female persons, percent | 53.5% | Living in same house 1 year ago, percent of persons age 1 year+, 2015-2019 | 90.4% |
| White alone, percent | 97.4% | Language other than English spoken at home, percent of persons age 5+, 2015-2019 | 92.1% |
| Black or African American alone, percent | 0.2% | Median household income, 2015-2019 | \$32,495 |
| American Indian and Alaska Native alone, percent | 0.3% | Per capita income in past 12 months, 2015-2019 | \$13,593 |
| Asian alone, percent | 0.0% | Persons in poverty, percent | 32.0% |
| | | | |
| Native Hawaiian and Other Pacific Island, percent | 0.0% | Business & Economy Quick Facts | |
| Two or More Races, percent | 0.5% | Total number of firms, 2012 | 1,665 |
| Hispanic or Latino, percent | 96.8% | Men –owned firms, 2012 | 678 |
| White alone, not Hispanic or Latino | 3.1% | Women-owned firms, 2012 | 831 |
| Veterans, 2015-2019 | 92 | Minority-owned firms, 2012 | 1,582 |
| Foreign born persons, percent, 2013-2017 | 32.1% | Non-Minority-owned firms, 2012 | 26 |
| | | Retail sales, 2012 (\$1000) | 42,188 |
| High school graduate or higher, percent of persons age 25+, 2015-2019 | 57.0% | Retail sales per capita, 2012 | \$2,912 |
| Bachelor's degree or higher, percent of persons age 25+, 2015-2019 | 10.8% | In civilian labor force, total, percent of population 16 year+, 2015-2019 | 64.6% |
| Mean travel time to work (minutes), workers age 16+, 2015-2019 | 24.6 | In civilian labor force, female, percent of population 16 year+, 2015-2019 | 57.8% |
| | | | |
| With a disability, under 65 years, 2015-2019 | 7.3% | Geography Quick Facts | |
| Persons without health insurance, under 65yr | 44.7% | Land area in square miles, 2010 | 5.88 |
| | | Persons per square mile, 2010 | 2,098.5 |
| | | | |
| Source: US Census Bureau State & County QuickFacts | | | |

BUDGET OVERVIEW

CITY MANAGER'S MESSAGE

September 22, 2021



Honorable Mayor and Commission Members:

Enclosed for your approval is the Proposed Annual Budget for the fiscal year beginning October 1, 2021 and ending September 30, 2022 in accordance with the Texas Local Government Code and City Charter requirements. The Annual Budget is the most important document that is adopted by the City Commission each year. The budget outlines, in financial terms, the plan for accomplishment of the delivery of municipal services during the forthcoming fiscal year. In addition, the budget is a policy tool for the Commission, an operations guide for staff and a communication tool to the public. The City of Alton has been committed to providing the highest level of service in the most cost efficient manner possible by enhancing productivity and performance accountability.

PROGRESS AND CHALLENGES

In developing the budget for FY 2021-2022, department directors were asked to assess the needs, goals and achievements of each department to ensure that all are aligned with the City's mission and strategic focus areas. The lens that all departmental goals are viewed through is simply, will the result of the goals provide the best possible services to our customers and citizens and will the goals be accomplished with honesty, integrity and a commitment to excellence.

In 2019 a five (5) year Strategic Plan was developed to ensure that the organization stayed on the path of meeting its citizen's needs. When the COVID-19 Pandemic halted the world in March of 2020, concepts and projects that were scheduled for the latter years of the Strategic Plan were accelerated, as those projects were needed immediately in order to keep the City functioning. The reshuffling of the priorities led to the need for a broader and longer outlook on the Strategic Plan and Capital Improvement Plan. In March 2021, a ten (10) year plan was developed. The last half of the Plan contains goals that may seem large and not well defined at this time, but as we discovered at the onset of the Pandemic, these are the types of projects that may mean the difference between success and failure of the Organization. As we look toward FY 21-22 and beyond, the City will stay focused on four Strategic Areas: **Economic Development,**

Infrastructure, Quality of Life and Organizational Effectiveness. Major City-wide accomplishments and goals are described below.

Achievements in FY 2020-2021

The Fiscal Year 2020-2021 was filled with challenges and obstacles, perhaps more obstacles than the previous year. From Winter Storm Uri to record rainfall throughout the summer, and of course, the continuing Pandemic, FY 2020-21 had its difficulties but they brought out the best in Alton employees.

Alton hosted and assisted in numerous COVID Vaccine Distribution events. Alton firefighters, EMT's and Police Officers all assisted with vaccine distribution events throughout Hidalgo County. The effort to help mitigate the deadly affects of COVID was paramount in early 2021.

Supply chain issues made food shortage a major concern for all households in Alton. Alton partnered with NGO's to distribute food to those in need. With our partners, we were able to positively impact as many as 500 families at each of the numerous drive-thru distribution events.

While issues caused by the Pandemic were front and center, infrastructure needs were ever present. Alton continued to address storm drainage problems as identified in the 2018 Master Drainage Plan. Phase One of the Louisiana Regional Detention Facility (RDF) was constructed to alleviate flooding in the Northwest Quadrant of Alton. The excavation of the RDF was timely, as Alton and the entire Rio Grande Valley, received over 36 inches of rain in approximately 60 days. The rainfall amounts and subsequent floods only served to drive home the idea that more must be done to mitigate the impact of large rain events.

The City partnered with Hidalgo County to repave two (2) principal arterials that were identified as high priority street improvement projects. In addition to repaving principal roadways, Alton utilized Community Development Block Grant funding to rehabilitate over 6,000 linear feet of local roads.

While infrastructure is, and will continue to be, a major consumer of the City's financial resources, we must ensure that quality of life issues do not fall by the wayside. To that end, Alton purchased two playscapes and constructed a track at Elizondo Park, located in the fast growing northwest area of the City.

Goals for FY 2021-2022:

Though capital will continue to be limited, Alton will look for partnerships and grant opportunities in an effort to leverage its financial resources, thereby accomplishing more than it can on its own.

In 2021-2022, Alton will focus on major drainage projects in two different quadrants of the City. Alton will partner with Hidalgo County and the Hidalgo County Drainage District #1 in an effort to bring drainage to a low-lying area in southeast Alton. The projected \$2.7 million project will alleviate flooding concerns from a large neighborhood and many home sites along S. Glasscock Road.

The City also committed to constructing Phase Two of the Louisiana RDF and completing construction prior to Hurricane Season 2022. The additional capacity in the Louisiana RDF will all but eliminate the need for Alton Public Works staff to create storage capacity in the RDF by removing water with a portable pump system.

The quality of life projects will also receive a substantial share of the City's financial resources. Through grants and partnerships, Alton will begin construction of the 55 acre Josefa Garcia Park and continue with the development of Elizondo Park. These parks will provide abundant recreational opportunities for the neighborhoods in reasonable proximity to them.

FINANCIAL POSITION

The City operating budget is financed through a wide variety of revenues and managed by the use of several funds. The main operating funds are the General Fund, Sewer Fund, and Alton Solid Waste Fund.

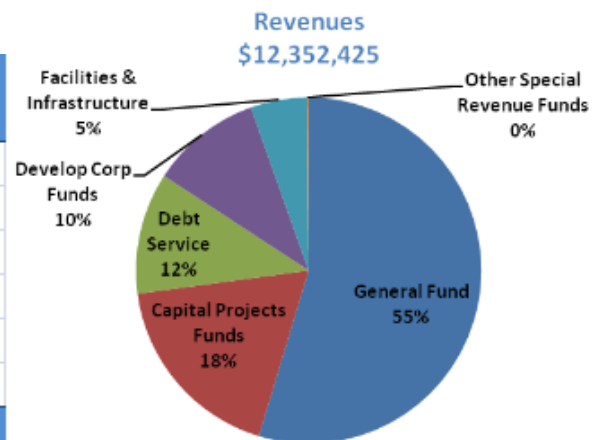
Financial Highlights:

- Property Ad Valorem tax rate will remain the same as last year at \$0.4367/\$100.
- Total revenue for all Governmental Funds for the FY 2022 is expected to be \$12,352,425, a 34% or \$3,166,353 over FY 2021. The increase is due to the Cares Act and the ARPA 2021 federal funds allocated to the City.
- Total expenditures for all Governmental Funds are \$11,645,605, a 19% or \$1,857,014 over FY 2021.
- The County of Hidalgo, through its Coronavirus Relief Fund, reimbursed the remaining \$1,564,272 allocated to the City.

- The American Rescue Plan Act of 2021 (ARPA) through the Coronavirus Local Fiscal Recovery Fund, allocated the City \$4,486,164.60, deliverable in two tranches.
- The Enterprise Funds (Sewer Fund and Solid Waste Fund) total revenues are estimated to be \$4,229,391 a 3% or \$139,018 over FY 2021.
- The proposed expenses budget for the Enterprise Funds is \$3,918,075 a -4% or \$183,534 under FY 2021.
- Solid Waste base for both residential and commercial accounts rate will increase by 5% effective October 1, 2021; the first such increase since 2015.
- The City provides sewer services to approximately 4,200 customers and solid waste services to nearly 4,000 accounts.
- Staffing will increase by 10.0 permanent Full-Time Equivalent positions to meet service demand.

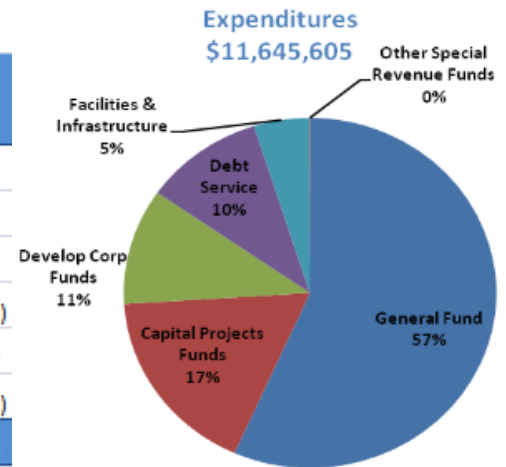
**OVERALL SUMMARY OF BUDGET REVENUES
GOVERNMENTAL FUNDS COMPARISON**

| FUND | AMOUNT FY 21-22 | % | AMOUNT FY 20-21 | CHANGE |
|-----------------------------|---------------------|-------------|---------------------|---------------------|
| General Fund | \$ 6,752,268 | 55% | \$ 6,472,344 | \$ 279,924 |
| Capital Projects Funds | \$ 2,246,278 | 18% | \$ 10,086 | \$ 2,236,192 |
| Debt Service | \$ 1,403,093 | 11% | \$ 1,343,109 | \$ 59,984 |
| Develop Corp Funds | \$ 1,279,106 | 10% | \$ 1,069,792 | \$ 209,314 |
| Facilities & Infrastructure | \$ 658,090 | 5% | \$ 274,500 | \$ 383,590 |
| Other Special Revenue Funds | \$ 13,589 | 0% | \$ 16,241 | \$ (2,652) |
| TOTAL | \$12,352,425 | 100% | \$ 9,186,072 | \$ 3,166,353 |



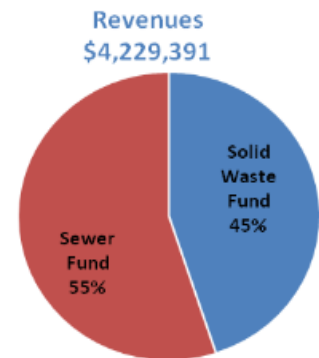
**OVERALL SUMMARY OF EXPENDITURES
GOVERNMENTAL FUNDS COMPARISON**

| FUND | AMOUNT | | AMOUNT | |
|-----------------------------|---------------------|-------------|---------------------|---------------------|
| | FY 21-22 | % | FY 20-21 | CHANGE |
| General Fund | \$ 6,597,436 | 57% | \$ 5,996,519 | \$ 600,917 |
| Capital Projects Funds | \$ 2,020,000 | 17% | \$ 1,196,846 | \$ 823,154 |
| Develop Corp Funds | \$ 1,247,564 | 11% | \$ 1,063,253 | \$ 184,311 |
| Debt Service | \$ 1,212,573 | 10% | \$ 1,232,123 | \$ (19,550) |
| Facilities & Infrastructure | \$ 560,000 | 5% | \$ 290,000 | \$ 270,000 |
| Other Special Revenue Funds | \$ 8,032 | 0% | \$ 9,850 | \$ (1,818) |
| TOTAL | \$11,645,605 | 100% | \$ 9,788,591 | \$ 1,857,014 |



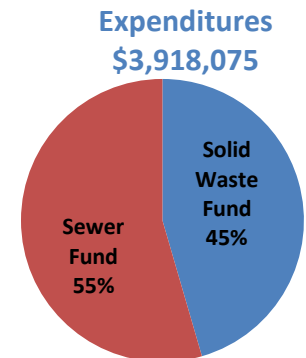
**SUMMARY OF BUDGET REVENUES
ENTERPRISE FUNDS**

| FUND | AMOUNT | | AMOUNT | |
|------------------|---------------------|-------------|---------------------|-------------------|
| | FY 21-22 | % | FY 20-21 | CHANGE |
| Solid Waste Fund | \$ 1,899,716 | 45% | \$ 1,850,524 | \$ 49,192 |
| Sewer Fund | \$ 2,329,675 | 55% | \$ 2,239,849 | \$ 89,826 |
| TOTAL | \$ 4,229,391 | 100% | \$ 4,090,373 | \$ 139,018 |



**SUMMARY OF BUDGET EXPENDITURES
ENTERPRISE FUNDS**

| FUND | AMOUNT | | AMOUNT | |
|------------------|---------------------|-------------|---------------------|---------------------|
| | FY 21-22 | % | FY 20-21 | CHANGE |
| Solid Waste Fund | \$ 1,782,447 | 45% | \$ 1,529,147 | \$ 253,300 |
| Sewer Fund | \$ 2,135,628 | 55% | \$ 2,572,462 | \$ (436,834) |
| TOTAL | \$ 3,918,075 | 100% | \$ 4,101,609 | \$ (183,534) |



CONCLUSION

Every year new challenges, new problems, new obstacles will arise; the real challenge is to not lose sight of the vision for Alton. While we may have to deviate from our path in order to maneuver around a new obstruction, we must be vigilant and maintain our focus on the Mission of providing exceptional service to our citizens.

Respectfully,

Jeff Underwood
City Manager

VISION STATEMENT

Alton will deliver exceptional services that enhance quality of life, while creating a sustainable, friendly environment where citizens, business and visitors can all thrive.



MISSION STATEMENT

City of Alton's mission is to provide transparent, innovative, and highly dependable services to its constituents with the utmost integrity and professionalism, while collaborating with local and regional partners.

WHAT ARE VISION AND MISSION STATEMENTS?

It all starts with a vision of the direction or path the City should be travelling on. The Vision Statement is an inclusive and far-reaching statement that dictates what destination the City is striving to reach. The Vision Statement for any entity and certainly for the City of Alton is not often changed as it serves as the framework for the Mission Statement and sets parameters for goals that do shift and change as the City's needs change.

The Vision Statement for the City of Alton is simple, straight-forward and all-encompassing but it illustrates to all who visit or reside in Alton what the City will responsibly deliver to them.

The Mission Statement of a City should indicate what the City is doing to work towards the vision that the residents and City Commissioners have for the community. The Mission Statement, in more tangible terms, indicates the method by which the Vision Statement will be achieved. The Mission Statement should be succinct, easily understood and achievable. It should consist of action words that are undertaken on a daily basis by all that are employed by the City, with the overarching goal being the achievement of the Vision Statement.

WHY HAVE A VISION AND MISSION STATEMENT?

Simply stated, the Vision and Mission Statements serve as a map to where the entity is going. If an entity does not have a direction then how can it succeed and thrive? How can the entity's stakeholders achieve their individual and communal goals if there is no direction? Yogi Berra once said, "If you don't know where you are going, you'll end up someplace else." More often than not, that "someplace else" will not be where the entity desires to be. A roadmap is vital to the long-term viability and success of any entity, especially a small city with limited resources.

A vision and mission are also crucial when you as a leader are telling your subordinates why a particular task is important. When employees are aware of the direction the City is travelling and how a specific assignment assists in accomplishing the mission then there will be more buy-in to the task at hand and a great effort from all to complete the task.

WHAT IS THE PURPOSE OF A STRATEGIC PLAN?

Generally stated, a Vision Statement puts the City on a path to what it wants to be; the Strategic Plan is what gets you to the destination. The Strategic Plan transforms the community's vision statement into concrete, visible, measurable, action items. The action items, when completed, should push the City closer to its ultimate goal of meeting its vision statement.

Specifically, regarding Alton's Strategic Plan, it was developed with the philosophy that a great plan is not good enough, it must be acted upon. That thought helped guide the development of a document that is wide reaching in its goals but attainable, as those goals were reduced to strategic initiatives and operational items.

THE DEVELOPMENT OF ALTON'S STRATEGIC PLAN

Alton is a fast growing city with numerous growing pains and limited financial resources. What Alton lacks in finances, it more than makes up for in its highly motivated and energetic group of departmental directors. Given that the strength of the organization is in its human capital, the determination was made that strategic goals would be interdepartmental and would not reference any one City department as the achievement of the Strategic Initiatives will only be accomplished with effective teamwork.

The Plan focuses on the next five years and clarifies how Alton works towards the Vision for its future. Alton takes a conservative approach to taxes and staffing. As such, the Initiatives are aggressive but realistic and were developed with the realization that the Operational Items will be achieved with limited staffing and financial resources.

As goals were proposed, they were tested with the question, "Does the goal help propel Alton forward on the path laid out by the Vision Statement?", if the answer was in the affirmative then

the goal became part of the Strategic Plan. Once the goals were developed, strategic initiatives were formulated to achieve those goals. The initiatives, transform the goals from abstract ideas on paper to very tangible action items. In a general way, the initiatives are large scale, multi-year projects that on the surface seem too large to accomplish. To ensure that the initiatives were achievable, it was determined that Alton would accomplish the ambitious initiatives the same way the lion ate the elephant, one bite at a time. The strategic initiatives were broken down to multiple, small operational items with definitive budgets and time frames. This process will allow for the tracking of a project, it will allow for accountability and fiscal responsibility. By breaking down the initiatives into achievable operational items the City also maintains flexibility with staff and budget in the event the community's needs suddenly change by some unforeseen circumstance.

STRATEGIC PLANING PROCESS



VALUES

| | |
|-----------------------|---|
| Integrity | <ul style="list-style-type: none">•We will be forthright in our actions and honor our commitments. |
| Trust | <ul style="list-style-type: none">•We will continue to build citizens' confidence in the government of Alton. |
| Fiscal Accountability | <ul style="list-style-type: none">•We will provide sound, prudent and responsible stewardship of the City's resources. |
| Customer Service | <ul style="list-style-type: none">•We will treat all customers with respect, courtesy and professionalism and endeavor to meet their needs in an efficient manner. |
| Team Work | <ul style="list-style-type: none">•We will strive to create and maintain working relationships with local and regional partners and non-profit, service oriented organizations. |
| Communication | <ul style="list-style-type: none">•We will utilize all available medium to communicate quickly and effectively with the entire community. |

STRATEGIC GOALS



Efficient Government

- Deliver high quality service in a cost effective manner.



Culture and Entertainment

- Provide opportunities for residents and visitors to recreate, socialize, and enhance their knowledge of the area's history and culture.



Infrastructure and Transportation

- Invest, improve and maintain Alton's infrastructure and roadway system.



Health and Safety

- Continue to provide and maintain a healthy and safe environment in which to live, work and visit.



Livability and Sustainability

- Improve the quality of life in Alton for its constituents in a manner that will be sustainable.



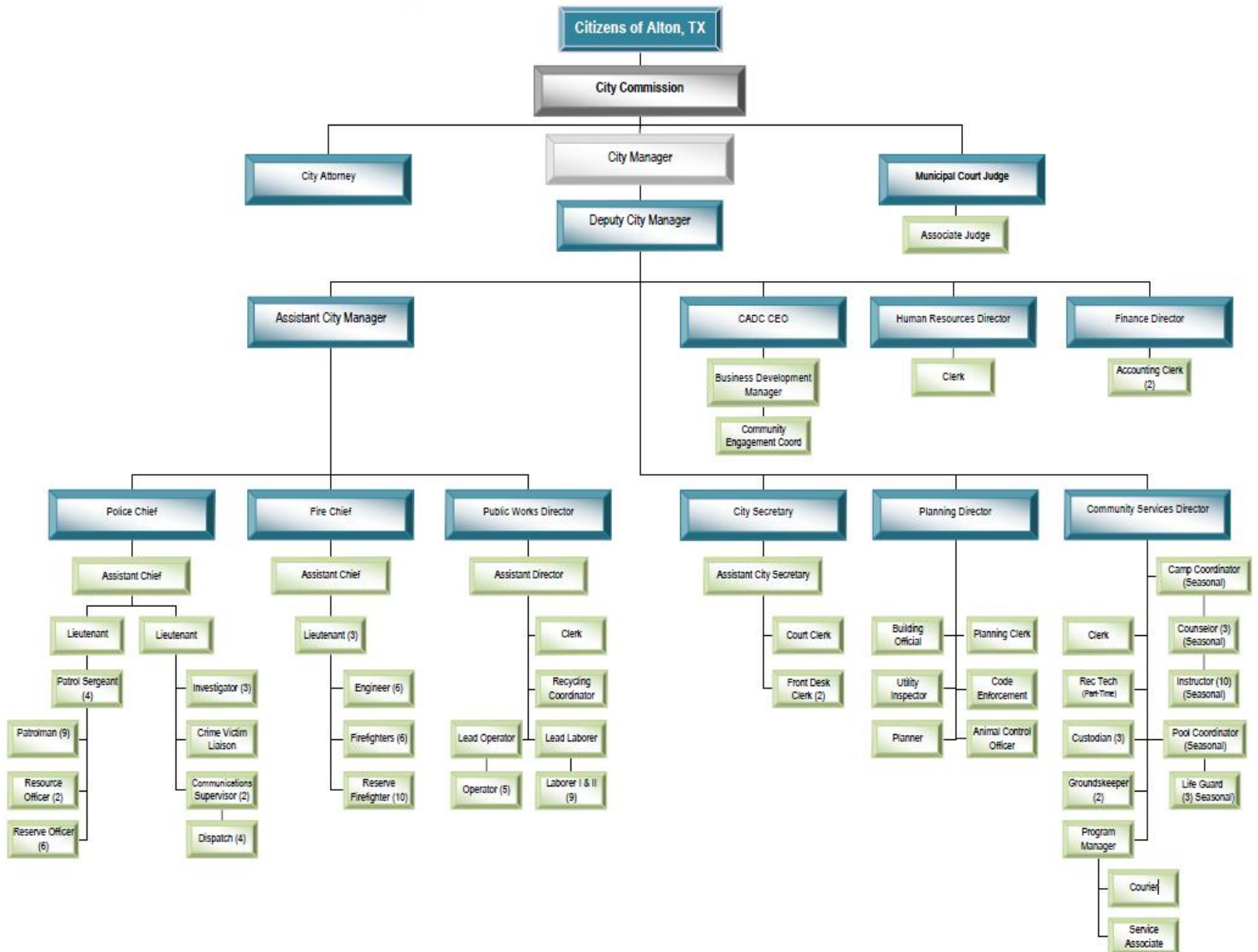
Economic Development

- Create new opportunities for economic development and promote existing commercial establishments.

*Appendix B: Detailed Strategic Initiatives and Operational Plan 2020-2024

ORGANIZATIONAL CHART

City of Alton Organizational Chart 2021-2022



Departmental organizational charts are included in each department summary section.

PERSONNEL SCHEDULE

| DEPARTMENT/ POSITION | NUMBER OF AUTHORIZED FULL-TIME EQUIVALENT POSITIONS | | |
|--------------------------------------|---|-----------|-------------|
| | FY 19-20 | FY 20-21 | FY 21-22 |
| ADMINISTRATION | | | |
| CITY MANAGER | 1 | 1 | 1 |
| DEPUTY CITY MANAGER | | | 0.5 |
| ASSISTANT CITY MANAGER | | | 0.5 |
| CITY SECRETARY | 1 | 1 | 0.5 |
| ASSISTANT CITY SECRETARY | | | 1 |
| FRONT DESK CLERK | 2 | 2 | 2 |
| COURT CLERK | 1 | 1 | 1 |
| CEO ECONOMIC DEVELOPMENT CORPORATION | 1 | 1 | 1 |
| BUSINESS DEVELOPMENT MANAGER | | 1 | 1 |
| COMMUNITY ENGAGEMENT COORDINATOR | | | 1 |
| TOTAL ADMINISTRATION | 6 | 7 | 9.5 |
| HUMAN RESOURCES DEPARTMENT | | | |
| HR DIRECTOR | 1 | 1 | 1 |
| CLERK | | 1 | 1 |
| TOTAL HR DEPARTMENT | 1 | 2 | 2 |
| FINANCE DEPARTMENT | | | |
| FINANCE DIRECTOR | 1 | 1 | 1 |
| CLERK | 2 | 2 | 2 |
| TOTAL FINANCE DEPARTMENT | 3 | 3 | 3 |
| POLICE DEPARTMENT | | | |
| POLICE CHIEF | 1 | 1 | 0.5 |
| ASSISTANT POLICE CHIEF | 1 | 1 | 1 |
| LIEUTENANT | 1 | 2 | 2 |
| PATROL SERGEANT | 3 | 4 | 4 |
| INVESTIGATOR | 3 | 3 | 3 |
| PATROLMAN | 9 | 8 | 9 |
| RESOURCE OFFICER | 2 | 2 | 2 |
| CRIME VICTIM LIAISON | | | 1 |
| COMMUNICATIONS SUPERVISOR | 1 | 1 | 2 |
| DISPATCHER | 5 | 5 | 4 |
| TOTAL POLICE DEPARTMENT | 26 | 27 | 28.5 |
| FIRE DEPARTMENT | | | |
| FIRE CHIEF | 1 | 1 | 1 |
| ASSISTANT FIRE CHIEF | 1 | 1 | 1 |
| LIEUTENANT | 3 | 3 | 3 |
| ENGINEER | 6 | 6 | 6 |
| FIREFIGHTER | 6 | 6 | 6 |
| TRAINING COORDINATOR | 1 | | |
| TOTAL FIRE DEPARTMENT | 18 | 17 | 17 |

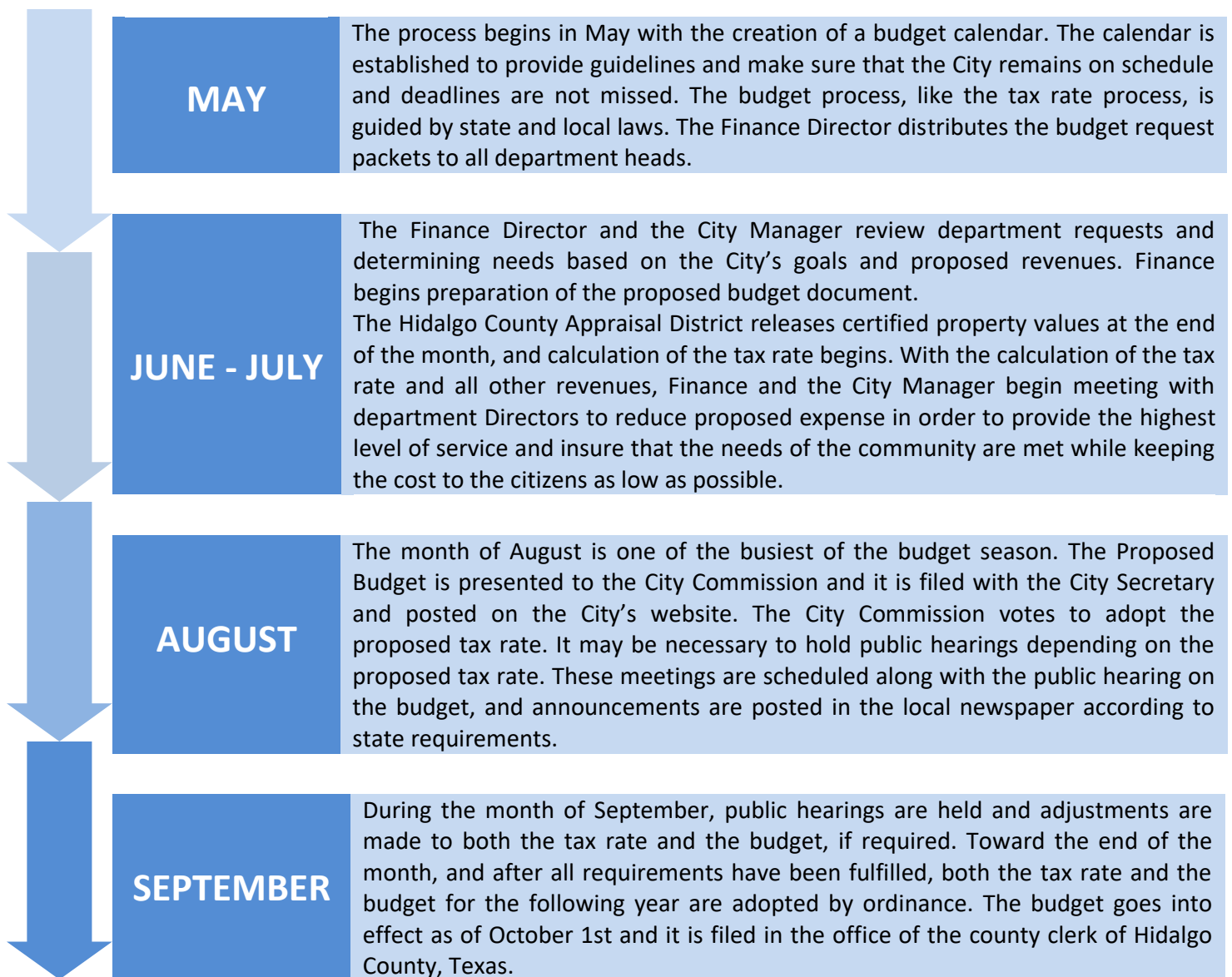
PERSONNEL SCHEDULE

| DEPARTMENT/ POSITION | NUMBER OF AUTHORIZED FULL-TIME EQUIVALENT POSITIONS | | |
|--|---|------------|------------|
| | FY 19-20 | FY 20-21 | FY 21-22 |
| PUBLIC WORKS DEPARTMENT | | | |
| PUBLIC WORKS DIRECTOR | 1 | 1 | 1 |
| ASSISTANT PW DIRECTOR | 1 | 1 | 1 |
| CLERK | 1 | 1 | 1 |
| RECYCLING COORDINATOR | 1 | 1 | 1 |
| LEAD LABOR | 1 | 1 | 1 |
| LABORER | 7 | 6 | 9 |
| LEAD OPERATOR | | 1 | 1 |
| OPERATOR | 5 | 5 | 5 |
| TOTAL PUBLIC WORKS DEPARTMENT | 17 | 17 | 20 |
| PLANNING/MS4 DEPARTMENT | | | |
| PLANNING DIRECTOR | 1 | 1 | 1 |
| BUILDING OFFICIAL | 1 | 1 | 1 |
| UTILITY INSPECTOR | | | 1 |
| PLANNER | 1 | 1 | 1 |
| PLANNING CLERK | 1 | 1 | 1 |
| CODE ENFORCEMENT OFFICER | 1 | 1 | 1 |
| ANIMAL CONTROL OFFICER | 1 | 1 | 1 |
| TOTAL PLANNING DEPARTMENT | 6 | 6 | 7 |
| COMMUNITY SERVICES DEPARTMENT | | | |
| COMMUNITY SERVICES DIRECTOR | 1 | 1 | 1 |
| RECREATIONAL CLERK | 1 | 1 | 1 |
| RECREATIONAL TECH (PT) | 1 | 1 | 1 |
| CUSTODIAN | 2 | 2 | 3 |
| GROUNDS KEEPER | 1 | 1 | 2 |
| SENIOR PROGRAM COORDINATOR | 1 | 1 | 1 |
| ASSOCIATE | 1 | 1 | 1 |
| COURIER | 1 | 1 | 1 |
| SUMMER CAMP COORDINATOR (SEASONAL) | 1 | 1 | 1 |
| SUMMER CAMP STAFF (SEASONAL) | 15 | 13 | 13 |
| AQUATICS COORDINATOR (SEASONAL) | 1 | 1 | 1 |
| AQUATICS STAFF (SEASONAL) | 3 | 3 | 3 |
| TOTAL RECREATION DEPARTMENT | 28 | 26 | 28 |
| TOTAL FULL TIME PERMANENT POSITIONS | 90 | 86 | 96 |
| TOTAL PART TIME PERMANENT POSITIONS | 1 | 1 | 1 |
| TOTAL FULL TIME SEASONAL POSITIONS | 20 | 18 | 18 |
| GRAND TOTAL | 107 | 105 | 115 |

BUDGET PROCESS

The annual budget is the single most important financial responsibility of a local government. Citizens are able to see how city officials and staff plan to spend taxpayer dollars. Once the budget is adopted, funds may only be spent in a manner consistent with the stated plans, objectives, and policies outlined in the budget unless amended in accordance with the City Charter and by approval of the City Commission.

The process is a combined effort of members of each of the City's departments and requires an extensive period of time to complete. Both revenues and expenditures are constantly being adjusted throughout the process and are subject to change until the night the City Commission officially adopts the budget. Likewise, the budget calendar serves as an approximate timeline and the events may not always occur at the exact times indicated.



Budget Amendment Process

The City's budget is amended as a part of the annual budget process. Along with estimating expenses for the upcoming fiscal year, Directors are asked to project final expenditures for the current fiscal year. These projections are reviewed by the Finance Director and the City Manager and they compile the final budget for the current fiscal year. The last amended budget is usually adopted towards the end of the fiscal year.

On some occasions, issues will occur that require immediate budget amendments. These items are discussed among the Directors involved, the Finance Director, and the City Manager. An appropriate funding source is identified and the amendment is taken before the City Commission for consideration.

Budget Control

During the fiscal year, budgetary control is maintained through monthly review of financial statements. The responsibility for budgetary control lies with the director of the department.

Directors may not approve expenditures that exceed monies available at the line item level within their department without prior approval of the City Manager. The City Manager approves a transfer of budgeted amounts within departments; however, any revisions that alter the total of any fund must be approved by the City Commission through a budget amendment process.

Appropriations not expended by departments at the end of the fiscal year will lapse. Therefore, funds that were budgeted but not used during the fiscal year are not available for use in the next fiscal year unless they are appropriated again in the new fiscal year budget.

Budget Calendar Fiscal Year 2021-2022

| Date | Process | Responsible |
|----------------|---|-----------------------------------|
| May 11 | Prepare budget calendar listing all steps to be taken and target dates for the budget process | Finance Director |
| Jun 7-18 | Prepare budget request forms and information packets | Finance Director |
| Jun 18 | Distribute budget packets to all department directors | Finance Director |
| Jun 21-25 | Work on budgets | Department Directors |
| Jun 28-30 | Meet with department directors and assist them with completion of their budgets | Finance Director |
| Jul 2 | Complete and return budget request forms to the Finance Director | Department Directors |
| Jul 6-9 | Assemble the City's preliminary budget and present it to the City Manager | Finance Director |
| Jul 12-16 | Review preliminary budget and make any necessary adjustments | City Manager and Finance Director |
| Jul 23 | Complete the proposed budget | Finance Director |
| Aug 10 | Present Proposed Budget to the City Council | City Manager |
| Aug 11 | File Proposed Budget and post it on the City's website | City Secretary |
| Aug 27 & Sep 3 | Publication of the public hearing notice | City Secretary |
| Sep 14 | Hold public hearing at City Hall | City Council |
| Sep 14 | Adopt Budget by Ordinance | City Council |
| Sep 15 | Post Adopted Budget on the City's website and file with County Clerk | City Secretary |
| Sep 30 | Distribute copies of the budget to department heads | Finance Director |

FINANCIAL POLICIES

Sound financial, budgetary and economic principles are part of creating a solid financial plan. Alton's budget incorporates the following long-term and short term financial policies and guidelines.

The City strives to comply with all state laws governing budgeting and financial transactions, with Generally Accepted Accounting Principles (GAAP) and Governmental Accounting Standards Board (GASB) statements. Listed below is a summary of the financial and budgetary policies adhered to by the City of Alton.

Definition of a Balanced Budget

The annual operating budget submitted to the City Commission shall be balanced; in that expected revenues and anticipated expenditures align with each other.

Fund Balance and Working Capital Policies

The General Fund should maintain a minimum unreserved fund balance of 90 days of annual operating expenditures and a minimum working capital equivalent to 15 days of annual operating expenses for the Sewer Fund and Solid Waste Fund.

Operating Budget Policies

- The City of Alton budgets resources on a fiscal year, which begins October 1 and ends on the following September 30th.
- The City of Alton operating budget will be developed on an annual basis.
- Budget for each year will be adopted annually, by resolution, no later than September 30th.
- It is the responsibility of the City Manager to prepare and present the city's annual operating budget to the City Commission for their approval.
- The City Commission has the final responsibility for adopting the budget and for making the necessary appropriations.
- The annual adopted budget shall be comprehensive in scope and include all annually budgeted operating funds.
- The proposed operating budget shall appropriate sufficient funds for operations to maintain existing quality and scope of City Services.
- An annual budget calendar shall be prepared including statutory public meeting and tax notice requirements.
- Once the City Commission has enacted the resolution to adopt the budget, expenditures may not be made for any purpose in an amount greater than the amount appropriated.
- City Commission action shall be required to amend the adopted operating budget.

Capital Budget Policies

- Operating expenditures that are incurred from non-recurring capital expenditures are included and anticipated in each operating fund's budget.
- A capital project is defined as a capital asset expected to have a useful life greater than five years and an estimated cost of \$10,000 or more. Capital projects include:
 - Construction, purchase, or major renovation of buildings, sewer system, streets, or other structures.
 - Purchase of land or land rights and major landscaping projects.
 - Any engineering study or master plan needed for the delivery of a capital project.
 - Any major repair, renovation or replacement that extends the useful operational life by at least five or expands capacity of an existing facility.
- Projects meeting the above definition will be included in the Capital Improvement Plan (CIP) rather than the annual operating budget document.
- As a planning document, the City shall adopt a ten year projection of the City's capital needs as well as the future financing requirements in the form of a Capital Improvements Plan (CIP).
- The CIP shall be linked to the City financial and strategic plans.
- Spending authority for capital projects is the capital budget.
- The capital budget does not run concurrently with the operating budget fiscal year.
- City staff shall identify the estimated costs and project schedule for each capital project proposal before it is submitted to the City Commission for approval.
- Expenditure tracking for components of the capital budget will be updated quarterly to ensure project completion against budget and established time lines.
- Change orders resulting in a change in the project cost shall require an amendment to the capital budget.
- Capital improvements may impact the operating budget. Addition of new infrastructure can lead to expanded programs and a need to hire personnel to manage program operations. Replacement of aging structures may decrease operating and maintenance expenditures due to energy efficiencies and reduced repair needs. City staff will analyze, and when necessary, include operating budget impact statements in the CIP.

Basis of Budgeting

Formal budgetary accounting is employed for all funds of the City. Annual operating budgets are adopted each fiscal year by the City Commission. All unencumbered budget appropriations lapse at the end of each fiscal year; if encumbered funds are needed to complete a project in the next fiscal year, they must be re-budgeted.

The budget for all Governmental Fund Types is prepared on a modified accrual basis, revenues are recognized when susceptible to accrual (when they become measurable and available). "Measurable" means the amount of the transaction can be determined and "available" means collectible within the current period or soon enough thereafter to pay liabilities of the current period. For this purpose, the City considers revenues to be available if

they are collected within 60 days of the end of the current fiscal period. Expenditures generally are recorded when a liability is incurred, as under accrual accounting.

Fund Accounting

The accounts of the City of Alton are organized and operated on the basis of funds and departmental account groups. A fund is an independent accounting entity with a self-balancing set of accounts. Fund accounting segregates funds according to their intended purpose and is used to aid management in demonstrating compliance with finance-related legal and contractual provisions.

All fund structures and accounting standards of the City of Alton are in compliance with Generally Accepted Accounting Principles (GAAP) for local governments as prescribed by the Governmental Accounting Standards Board (GASB).

The city's various funds are grouped into the following fund types:

Governmental Funds

Governmental Funds are those through which most governmental functions of the City are financed. The city's expendable resources and the related liabilities are accounted for through the Governmental Funds. **The City uses the modified accrual basis for budgeting and financial reporting for all Governmental Funds.** This means that revenues are recognized in the accounting period in which they become available and measurable. Generally, expenditures are recognized in the accounting period in which they are incurred.

Included in Governmental Funds are:

General Fund – The General Fund is the primary operating fund for the City. Revenue comes from taxes, fees, fines, licenses, etc. General Fund expenditures are for typical municipal services such as police, fire, parks, streets maintenance and repairs, and administration.

Special Revenue Funds – Special Revenue Funds are used to account for proceeds of specific sources that are legally restricted to expenditures for specific purposes.

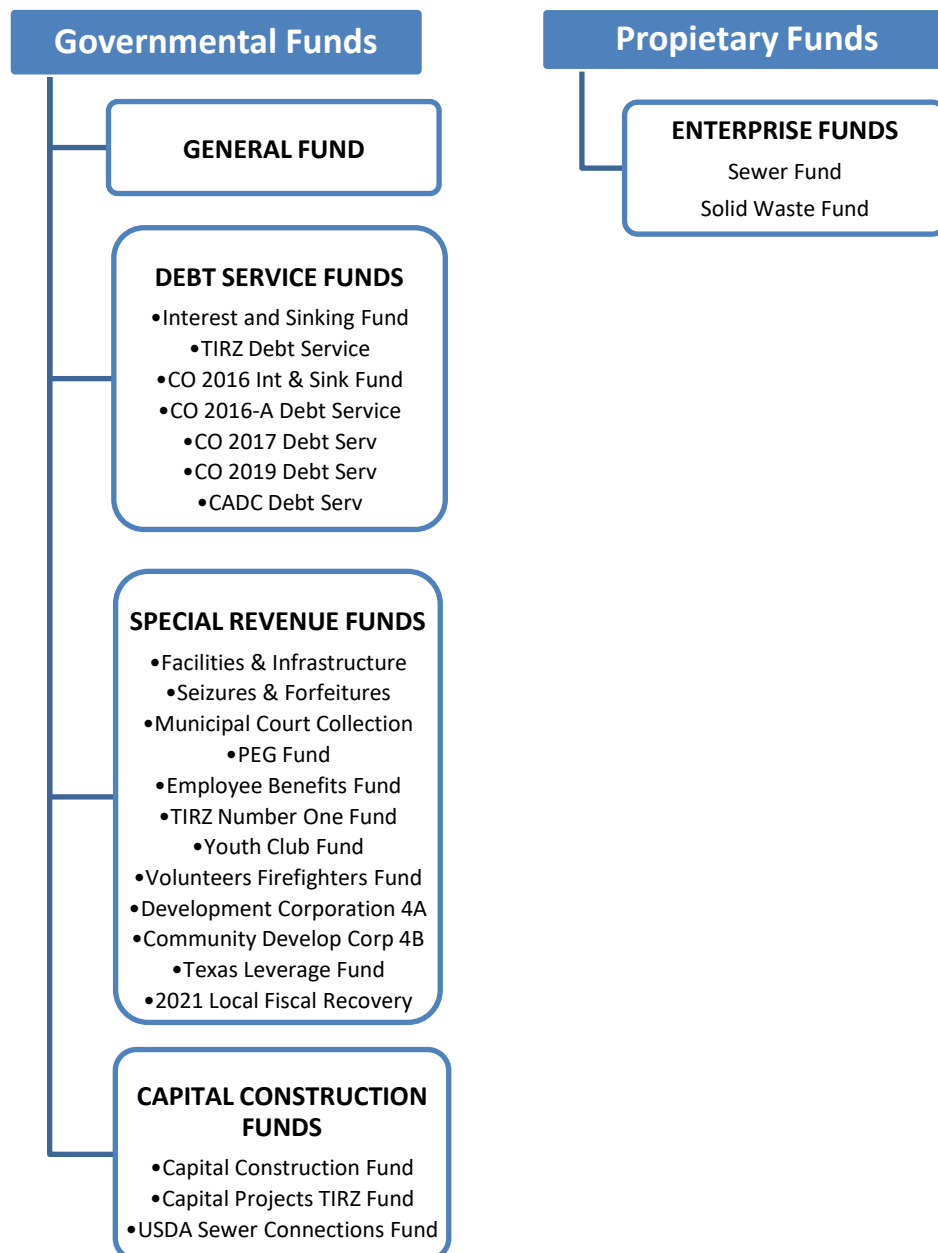
Debt Service Funds – Debt Service Funds are used to account for the payment of principal, interest and related costs on long-term debts supported by taxes. A portion of the property tax levy (Interest and Sinking Rate) is dedicated to support this fund.

Capital Projects Fund – Funds are used to account for the accumulation of resources for, and the payment of capital projects and improvements related to infrastructure. Revenue sources include bond proceeds, grants, and intergovernmental revenue from other governmental entities.

Proprietary Funds

Unlike Governmental Funds, Proprietary Funds manage the more business-like activities of government. The total operating, capital and debt costs for delivery of sewer and solid waste services are recovered from the rates charged for use of the utility and service. **The City uses the full accrual basis of accounting and budgeting; revenues are recognized when they are obligated to the City and expenditures when a commitment is made.**

FUND STRUCTURE



A comprehensive assessment of the financial condition of every operating fund of the City of Alton is presented on the following sections. A narrative explanation of each fund and its operating departments is provided along with historic financial activity and reflecting the impact of the adopted budget on each fund.

The adjacent pages contain the City of Alton 2021-2022 consolidated financial schedule.

COMBINED SUMMARY OF REVENUES AND EXPENDITURES AND CHANGES IN FUND BALANCES FISCAL YEAR 2021-2022

| | GOVERNMENTAL FUND TYPES | | | | |
|---|-------------------------|-------------------|-----------------------------------|----------------------------------|--------------------------------|
| | General Fund | Debt Service | TIRZ Number One & Debt Service | Police Seizures & Forfeitures | Facilities & Infrastructure |
| FUND BALANCE FY 19-20 CAFR | 1,117,965 | 88,230 | 129,670 | 568 | 118,406 |
| Budgeted Use of Fund Balance FY 20-21 | 965,303 | 13,088 | 170,734 | 6,678 | 40,696 |
| ESTIMATED BEGINNING FUND BALANCE | \$ 2,083,268 | \$ 101,318 | \$ 300,404 | \$ 7,246 | \$ 159,102 |
| REVENUES | | | | | |
| Taxes | 2,848,136 | 650,263 | 505,000 | | |
| Grants & Donations | 331,998 | | | - | |
| Licenses & Permits | 464,885 | | | | |
| Charges for Services | 904,226 | | | | 657,840 |
| Fines | 498,649 | | | | |
| Interest & Miscellaneous | 10,024 | 1,000 | 465 | 10 | 250 |
| Other Revenue | | | | | |
| Total Revenues | 5,057,918 | 651,263 | 505,465 | 10 | 658,090 |
| Sale of Land | 150,000 | | | | |
| Other Financing Sources | 454,350 | | | | |
| Transfer In | 1,090,000 | 246,365 | - | | |
| Total Other Resources | 1,694,350 | 246,365 | - | - | - |
| TOTAL REVENUES | \$ 6,752,268 | \$ 897,628 | \$ 505,465 | \$ 10 | \$ 658,090 |
| EXPENDITURES | | | | | |
| Personnel Services | 4,505,241 | | | | |
| Supplies & Materials | 97,060 | | | - | |
| Maintenance & Repairs | 212,348 | | | - | 250,000 |
| Contractual Services | 802,347 | | | | - |
| Capital Outlay | 284,300 | | | | |
| Operational Expenditures | 609,686 | | | | |
| Other Expenditures | | | | | 60,000 |
| Debt Service | 56,453 | 881,697 | 330,876 | | |
| Emergency Expenses | 30,000 | | | | |
| Expenditures | 6,597,436 | 881,697 | 330,876 | - | 310,000 |
| Loans Payable - Principal | | | | | |
| Infrastructure | | | | | |
| Transfers Out | | | | - | 250,000 |
| Total Other Financing Uses | - | - | - | - | 250,000 |
| TOTAL EXPENDITURES | \$ 6,597,436 | \$ 881,697 | \$ 330,876 | \$ - | \$ 560,000 |
| TOTAL REVENUES OVER (UNDER) EXPENDITURES | \$ 154,832 | \$ 15,931 | \$ 174,589 | \$ 10 | \$ 98,090 |
| ESTIMATED ENDING FUND BALANCE | \$ 2,238,100 | \$ 117,249 | \$ 474,993 | \$ 7,256 | \$ 257,192 |

COMBINED SUMMARY OF REVENUES AND EXPENDITURES AND CHANGES IN FUND BALANCES FISCAL YEAR 2021-2022

| | GOVERNMENTAL FUND TYPES | | | | |
|---|------------------------------------|-------------------------------|------------------------------|------------------|--------------------------------|
| | 2021 Local Fiscal Recovery Fund | Capital Projects TIRZ Fund | Capital Construction Fund | PEG Fund | Alton Youth Club Activities |
| FUND BALANCE FY 19-20 CAFR | - | 2,277 | 1,266,902 | 55,975 | (10,786) |
| Budgeted Use of Fund Balance FY 20-21 | 1,725,020 | 16 | (836,574) | 8,984 | 5 |
| ESTIMATED BEGINNING FUND BALANCE | \$ 1,725,020 | \$ 2,293 | \$ 430,328 | \$ 64,959 | \$ (10,781) |
| REVENUES | | | | | |
| Taxes | | | | 8,496 | |
| Grants & Donations | - | | - | | - |
| Licenses & Permits | | | | | |
| Charges for Services | | | | | - |
| Fines | | | | | |
| Interest & Miscellaneous | 2,160 | 36 | 1,000 | 328 | 6 |
| Other Revenue | 2,243,082 | | | | - |
| Total Revenues | 2,245,242 | 36 | 1,000 | 8,824 | 6 |
| | | | | | |
| Sale of Land | | | | | |
| Other Financing Sources | - | | | | |
| Transfer In | - | | | | |
| Total Other Resources | - | - | - | - | - |
| | | | | | |
| TOTAL REVENUES | \$ 2,245,242 | \$ 36 | \$ 1,000 | \$ 8,824 | \$ 6 |
| EXPENDITURES | | | | | |
| Personnel Services | 260,000 | | | | |
| Supplies & Materials | | | | | |
| Maintenance & Repairs | | | | | |
| Contractual Services | | | | | |
| Capital Outlay | 100,000 | | | | |
| Operational Expenditures | | | | | |
| Other Expenditures | | | | | |
| Debt Service | | | | | |
| Emergency Expenses | | | | | |
| Expenditures | 360,000 | - | - | - | - |
| | | | | | |
| Loans Payable - Principal | | | | | |
| Infrastructure | 1,500,000 | | 160,000 | | |
| Transfers Out | | | - | | |
| Total Other Financing Uses | 1,500,000 | - | 160,000 | - | - |
| | | | | | |
| TOTAL EXPENDITURES | \$ 1,860,000 | \$ - | \$ 160,000 | \$ - | \$ - |
| | | | | | |
| TOTAL REVENUES OVER (UNDER) EXPENDITURES | \$ 385,242 | \$ 36 | \$ (159,000) | \$ 8,824 | \$ 6 |
| | | | | | |
| ESTIMATED ENDING FUND BALANCE | \$ 2,110,262 | \$ 2,329 | \$ 271,328 | \$ 73,783 | \$ (10,775) |

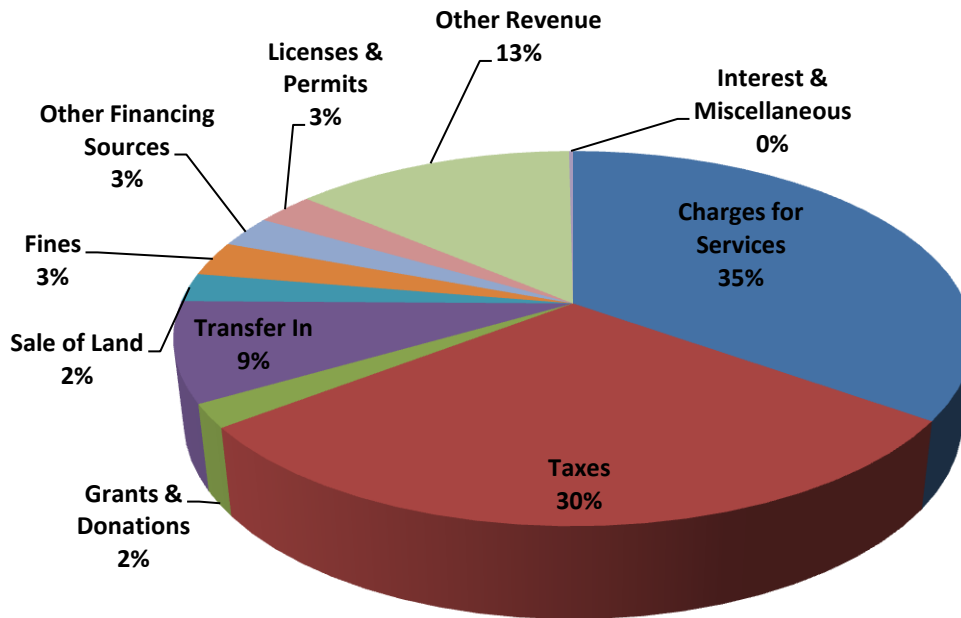
COMBINED SUMMARY OF REVENUES AND EXPENDITURES AND CHANGES IN FUND BALANCES FISCAL YEAR 2021-2022

| | GOVERNMENTAL FUND TYPES | | | | | |
|---|--------------------------------|---------------------------|----------------------------------|------------------------------|------------------------|---------------------------|
| | Volunteer Firefighters Fund | Employee Benefits Fund | Development Corporation 4A | Community Develop Corp 4B | Texas Leverage Fund | CADC Debt Service Fund |
| FUND BALANCE FY 19-20 CAFR | 5,654 | 10,021 | 307,381 | 210,196 | 447,376 | 119 |
| Budgeted Use of Fund Balance FY 20-21 | (1,724) | (4,077) | 141,773 | 126,105 | (16,948) | 36 |
| ESTIMATED BEGINNING FUND BALANCE | \$ 3,930 | \$ 5,944 | \$ 449,154 | \$ 336,301 | \$ 430,428 | \$ 155 |
| REVENUES | | | | | | |
| Taxes | | | 458,657 | 458,657 | | |
| Grants & Donations | 1,000 | 2,531 | | | | |
| Licenses & Permits | | | | | | |
| Charges for Services | | | | | | |
| Fines | | | | | | |
| Interest & Miscellaneous | 31 | 60 | 1,550 | 1,136 | 697 | 40 |
| Other Revenue | | 1,127 | | | 7,769 | |
| Total Revenues | 1,031 | 3,718 | 460,207 | 459,793 | 8,466 | 40 |
| Sale of Land | | | - | - | 260,000 | |
| Other Financing Sources | | | | | - | |
| Transfer In | | | | | | 90,600 |
| Total Other Resources | - | - | - | - | 260,000 | 90,600 |
| TOTAL REVENUES | \$ 1,031 | \$ 3,718 | \$ 460,207 | \$ 459,793 | \$ 268,466 | \$ 90,640 |
| EXPENDITURES | | | | | | |
| Personnel Services | | | 168,760 | 163,674 | | |
| Supplies & Materials | | | 600 | 600 | | |
| Maintenance & Repairs | | | | | | |
| Contractual Services | 714 | | 22,000 | 2,000 | 6,000 | |
| Capital Outlay | | | | 4,000 | | |
| Operational Expenditures | 1,856 | | 51,115 | 102,695 | 40,000 | |
| Other Expenditures | | 5,462 | 101,000 | 70,000 | | |
| Debt Service | | | 47,274 | 47,274 | | 90,572 |
| Emergency Expenses | | | | | | |
| Expenditures | 2,570 | 5,462 | 390,749 | 390,243 | 46,000 | 90,572 |
| Loans Payable - Principal | | | | | | |
| Infrastructure | | | | | 200,000 | |
| Transfers Out | | | 65,000 | 65,000 | | |
| Total Other Financing Uses | - | - | 65,000 | 65,000 | 200,000 | - |
| TOTAL EXPENDITURES | \$ 2,570 | \$ 5,462 | \$ 455,749 | \$ 455,243 | \$ 246,000 | \$ 90,572 |
| TOTAL REVENUES OVER (UNDER) EXPENDITURES | \$ (1,539) | \$ (1,744) | \$ 4,458 | \$ 4,550 | \$ 22,466 | \$ 68 |
| ESTIMATED ENDING FUND BALANCE | \$ 2,391 | \$ 4,200 | \$ 453,612 | \$ 340,851 | \$ 452,894 | \$ 223 |

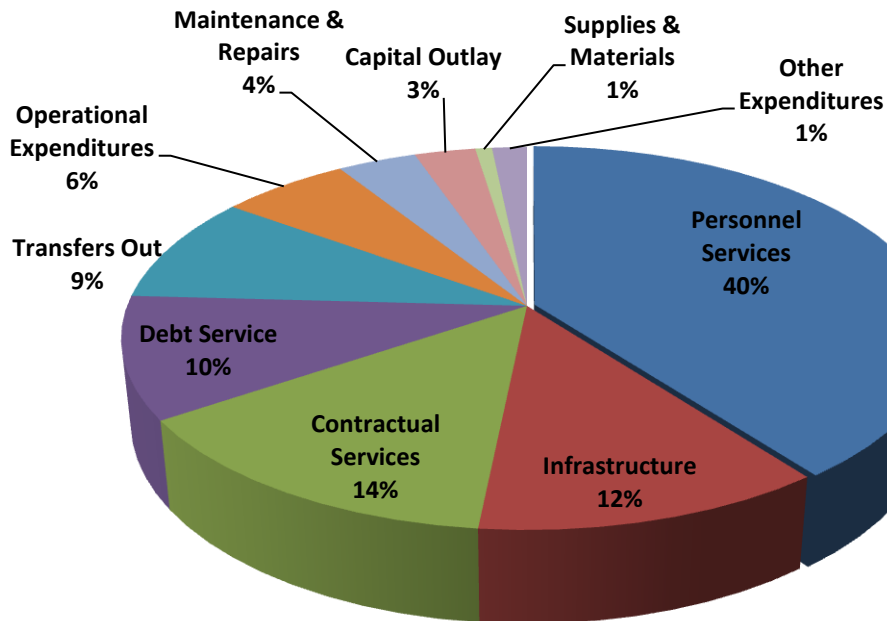
COMBINED SUMMARY OF REVENUES AND EXPENDITURES AND CHANGES IN FUND BALANCES FISCAL YEAR 2021-2022

| | GOVERNMENTAL FUND TYPES | ENTERPRISE FUND TYPES | | | TOTAL |
|---|----------------------------|-----------------------|----------------------|----------------------|------------------------------|
| | TOTALS | Solid Waste Fund | Sewer Fund | TOTALS | GOVERNMENTAL & ENTERPRISE |
| FUND BALANCE FY 19-20 CAFR | 3,749,954 | 292,918 | 14,919,867 | 15,212,785 | 18,962,739 |
| Budgeted Use of Fund Balance FY 20-21 | 2,339,116 | 419,945 | 406,172 | 826,117 | 3,165,233 |
| ESTIMATED BEGINNING FUND BALANCE | \$ 6,089,070 | \$ 712,863 | \$ 15,326,039 | \$ 16,038,902 | \$ 22,127,972 |
| REVENUES | | | | | |
| Taxes | 4,929,209 | | | | 4,929,209 |
| Grants & Donations | 335,529 | - | | - | 335,529 |
| Licenses & Permits | 464,885 | | | - | 464,885 |
| Charges for Services | 1,562,066 | 1,887,481 | 2,329,275 | 4,216,756 | 5,778,822 |
| Fines | 498,649 | | | - | 498,649 |
| Interest & Miscellaneous | 18,793 | 12,235 | 400 | 12,635 | 31,428 |
| Other Revenue | 2,251,978 | | | - | 2,251,978 |
| Total Revenues | 10,061,110 | 1,899,716 | 2,329,675 | 4,229,391 | 14,290,501 |
| Sale of Land | 410,000 | | | | 410,000 |
| Other Financing Sources | 454,350 | | | | 454,350 |
| Transfer In | 1,426,965 | | | | 1,426,965 |
| Total Other Resources | 2,291,315 | - | - | - | 2,291,315 |
| | | | | | - |
| TOTAL REVENUES | \$ 12,352,425 | \$ 1,899,716 | \$ 2,329,675 | \$ 4,229,391 | \$ 16,581,816 |
| EXPENDITURES | | | | | |
| Personnel Services | 5,097,675 | 592,272 | 468,654 | 1,060,926 | 6,158,601 |
| Supplies & Materials | 98,260 | 17,300 | 6,000 | 23,300 | 121,560 |
| Maintenance & Repairs | 462,348 | 113,000 | - | 113,000 | 575,348 |
| Contractual Services | 833,061 | 427,276 | 904,383 | 1,331,659 | 2,164,720 |
| Capital Outlay | 388,300 | 57,614 | - | 57,614 | 445,914 |
| Operational Expenditures | 805,352 | 89,796 | 43,800 | 133,596 | 938,948 |
| Other Expenditures | 236,462 | 5,000 | 12,650 | 17,650 | 254,112 |
| Debt Service | 1,454,146 | 9,227 | 7,020 | 16,247 | 1,470,393 |
| Emergency Expenses | 30,000 | - | | - | 30,000 |
| Expenditures | 9,405,605 | 1,311,485 | 1,442,507 | 2,753,992 | 12,159,597 |
| Loans Payable - Principal | - | 110,962 | 20,000 | 130,962 | 130,962 |
| Infrastructure | 1,860,000 | | | | 1,860,000 |
| Transfers Out | 380,000 | 360,000 | 673,121 | 1,033,121 | 1,413,121 |
| Total Other Financing Uses | 2,240,000 | 470,962 | 693,121 | 1,164,083 | 3,404,083 |
| | | | | | |
| TOTAL EXPENDITURES | \$ 11,645,605 | \$ 1,782,447 | \$ 2,135,628 | \$ 3,918,075 | \$ 15,563,680 |
| TOTAL REVENUES OVER (UNDER) EXPENDITURES | \$ 706,820 | \$ 117,269 | \$ 194,047 | \$ 311,316 | \$ 1,018,136 |
| ESTIMATED ENDING FUND BALANCE | \$ 6,795,890 | \$ 830,132 | \$ 15,520,086 | \$ 16,350,218 | \$ 23,146,107 |

Overall Summary of Revenues



Overall Summary of Expenditures \$15,533,680



PROPOSED GENERAL FUND BUDGET

The General fund is the main operating fund in the City. It is used to account for all financial resources traditionally associated with government except those required to be accounted for in another fund. Major revenue sources include ad valorem (property) taxes, local sales taxes, franchise fees, court fines, license and permit fees, service charges and transfers from enterprise funds.

GENERAL FUND REVENUES

Total operating revenues for FY 2021-2022 are \$6,752,268, approximately \$71,724 more than the FY 2020-2021 budget. Most of the revenue sources are expected to remain the same.

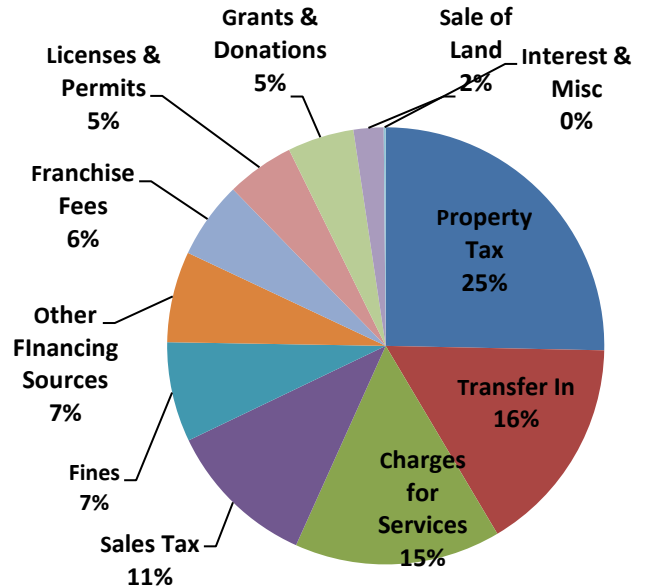
In May of 2020 the City was granted the ability to draw down on money from the Federal Government for items related to the mitigation of COVID-19. Based on the population estimates at the time, Alton had 18,105 residents. Each City was granted, by Hidalgo County, the fiscal agent, \$114 per person or \$2,063,970 that had to be spent by the end of October. If that allotment was expended by October then the City would receive an additional \$18 per person or \$325,890, for a possible Award total of \$2,389,760. At the end of the Fiscal Year 2019-2020 time Alton has spent approximately \$2,500,000 on efforts to mitigate the impact of COVID-19.

Revenue sources for municipalities are primarily derived from ad valorem (property) and sales taxes. Other major revenue sources for the City are court fines from the issuance of citations and franchise fees charged to specific industries for conducting business in the City. Licenses and permits include the collection of revenue for building permits, plan reviews, certificates of occupancy, contractor registrations, burning permits, moving permits, and flea market fees. Other charges for services and other non-operating revenues include revenue from sale of City owned land, passport processing, parks and facilities rentals, fire training instruction and fire inspections.

This proposed budget will address in detail the primary sources of revenue for the General Fund.

General Fund FY 21-22 Revenue Breakdown

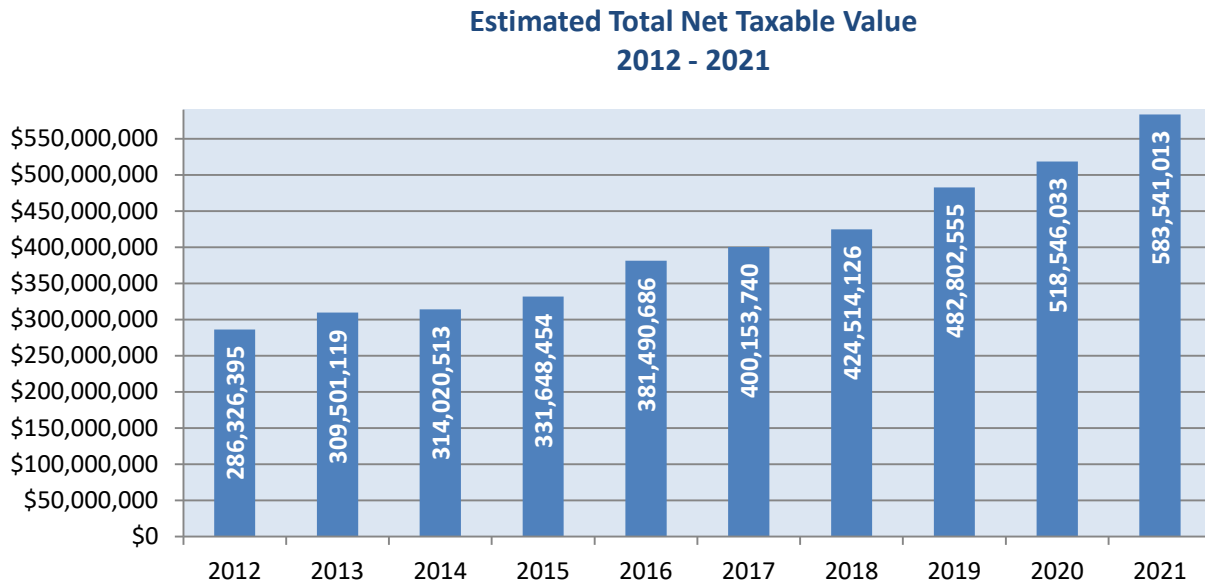
| Description | Amount | % |
|--------------------------|---------------------|-------------|
| Property Tax | \$ 1,709,935 | 25% |
| Transfers In | \$ 1,090,000 | 16% |
| Charges for Services | \$ 1,030,511 | 15% |
| Sales Tax | \$ 753,201 | 11% |
| Fines | \$ 498,649 | 7% |
| Other Financing Sources | | |
| Sources | \$ 454,350 | 7% |
| Franchise Fees | \$ 385,000 | 6% |
| Licenses & Permits | \$ 338,600 | 5% |
| Grants & Donations | \$ 331,998 | 5% |
| Sale of Land | \$ 150,000 | 2% |
| Interest & Miscellaneous | \$ 10,024 | 0% |
| TOTAL | \$ 6,752,268 | 100% |



Primary Revenue Sources

Ad Valorem Tax Revenue

Taxable Appraised Values are assessed by Hidalgo County Appraisal District. Net taxable values for Fiscal Year 2021 are estimated at \$583,541,013, an increase of \$64,994,980 or 12.5% over the 2020's Certified Tax Roll net taxable value of \$518,546,033. The chart below illustrates the change in net taxable assessed values over the last ten years.

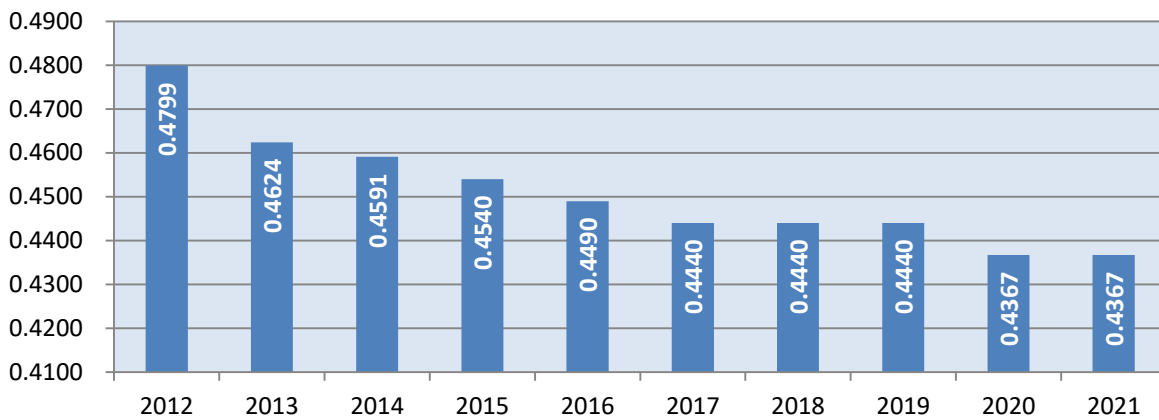


For ten consecutive years, from 2008 through 2017, the City decreased the property tax rate, for the following three years the same rate remained, and the last two it has been decreased again minimizing the economic impact to the tax payer while meeting the City's financial obligations.

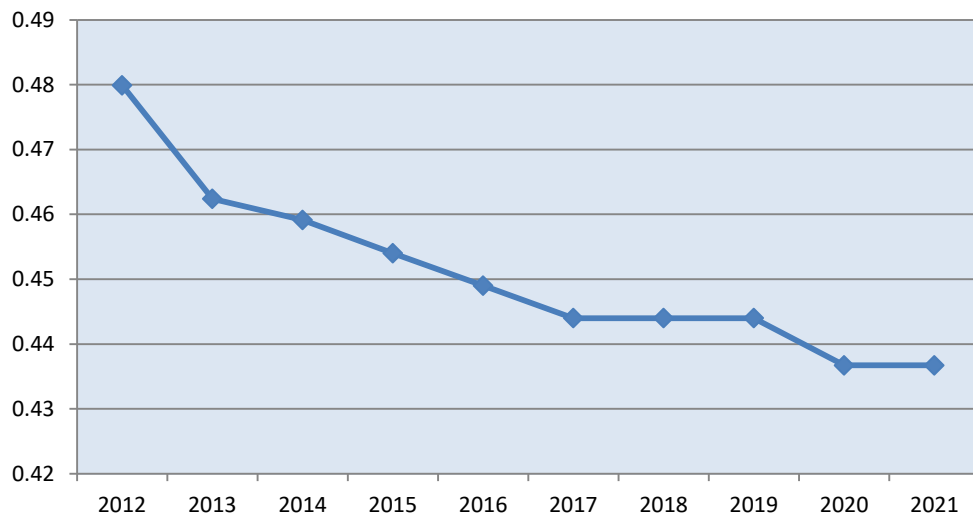
The actual rate adopted by the City Commission consists of two components. The Maintenance and Operations (M&O) rate funds the operations of the City's General Fund and the second component is the Interest and Sinking rate (I&S) which funds principal and interest requirements on the City's certificates of obligation bonds. The property tax rate adopted for year 2021 is \$0.4367 per \$100 valuation.

The following graphs represent a ten year history of the City's total tax rate.

**Tax Rates
2012 - 2021**

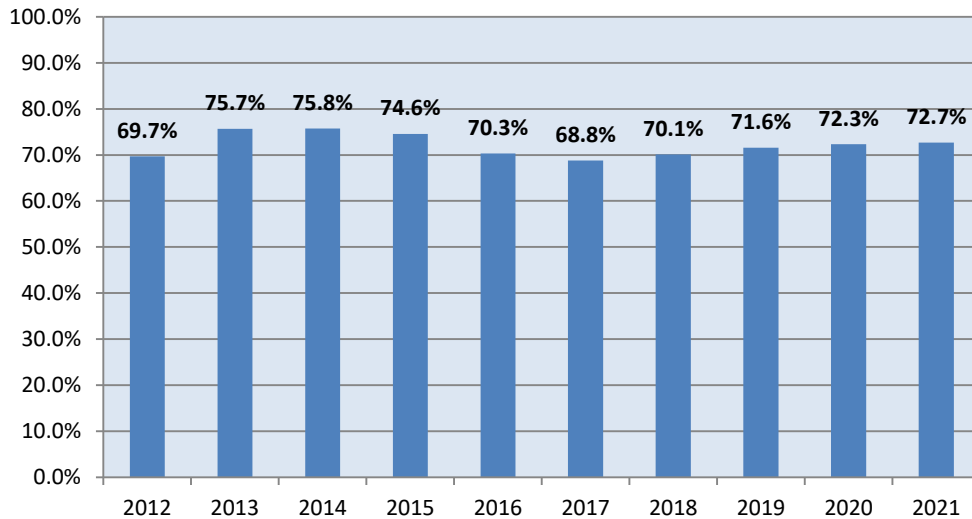


Tax Rates 2012 - 2021



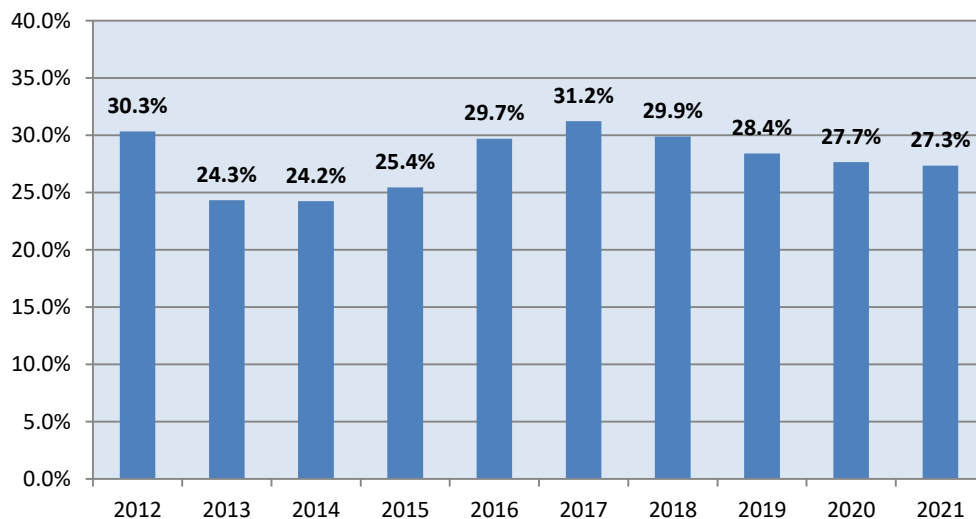
The Maintenance and Operations rate (M&O) in Fiscal Year 2021-2022 is \$0.3173, with an increase of \$0.0014 from last fiscal year's \$0.3159 rate. This rate reflects 72.7% of the total tax rate. The following graph illustrates the M&O rate as a percentage of the total tax rate since year 2012.

**Maintenance & Operations (M&O) Rate
as Percentage of Total Tax Rate
2012 - FY 2021**



The Interest and Sinking rate (I&S) or debt service rate for Fiscal Year 2021-2022 is \$0.1194. This rate represents 27.3% of the total tax rate with a decrease of \$0.0014 from last fiscal year's debt service of \$0.1208. The following graph illustrates the I&S rate as a percentage of the total tax rate since year 2012.

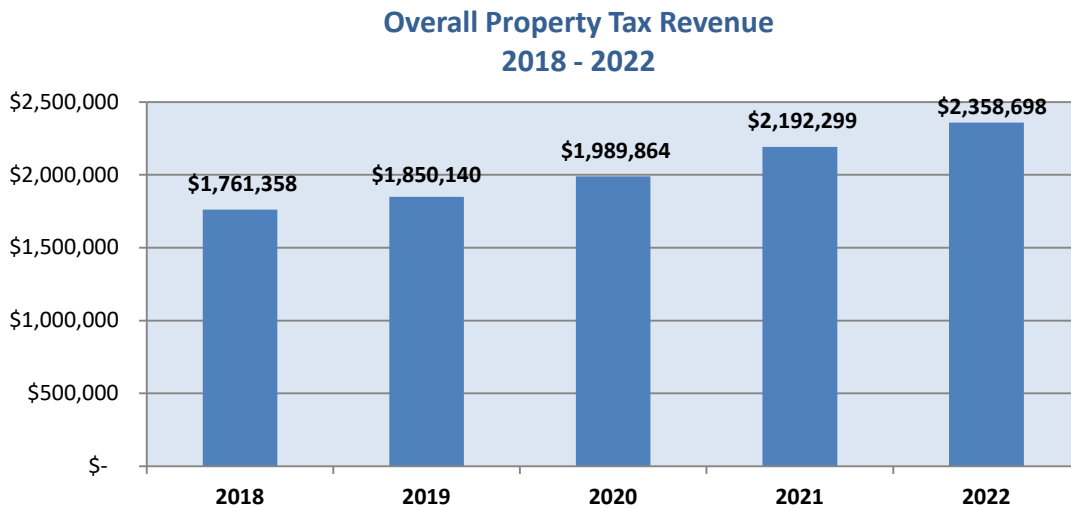
**Debt Service (I&S) Rate
as a Percentage of Total Tax Rate
2012 - 2021**



Overall revenue from Ad Valorem (Property) taxes is estimated to be \$2,175,115, an increase of approximately \$161,000 from the FY 2020-2021 actual revenue and mostly reflected in the Maintenance & Operation. The revenue is calculated approximately at 92% collection of the total tax levy based on historical collections in prior years.

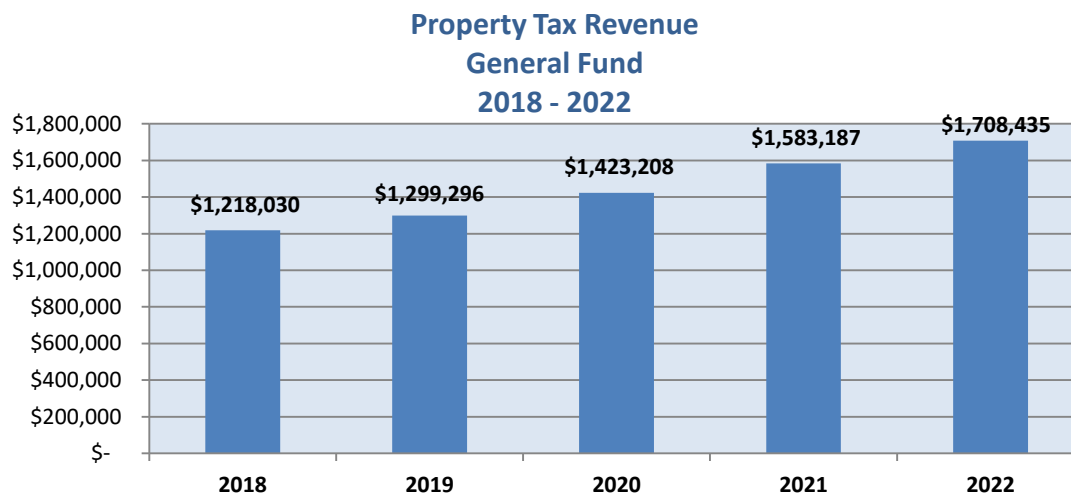
Delinquent tax collections are unstable and difficult to predict. The City takes a conservative approach to calculating the delinquent tax budget based as well on historical collections in prior years. The total estimated delinquent tax collection for Fiscal Year 2021-2022 is \$183,583.

Below is a chart of total property tax revenue of the last five years.



Property tax is the largest source of revenue for the General Fund comprising 24% of its total revenue for the 2021-2022 Fiscal Year.

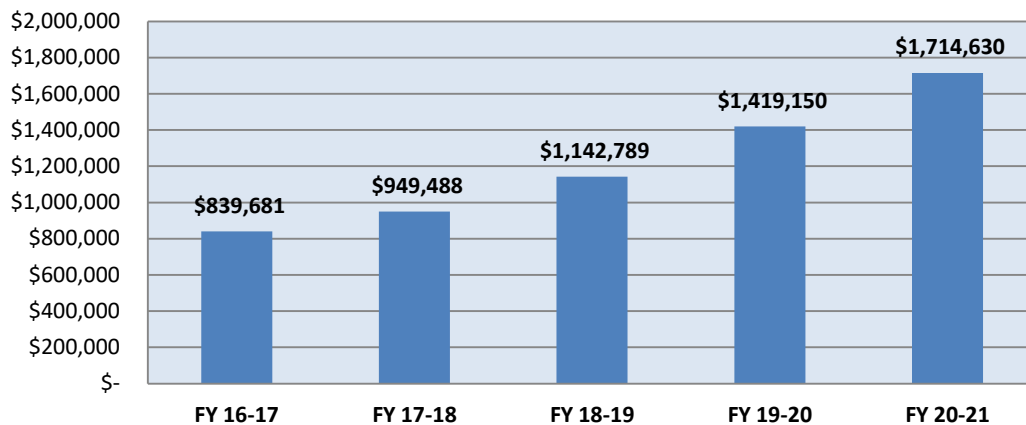
Below is a chart of the Maintenance and Operations portion of the property tax, reflected as a revenue source of the General Fund for the last five years.



Sales Tax Revenue

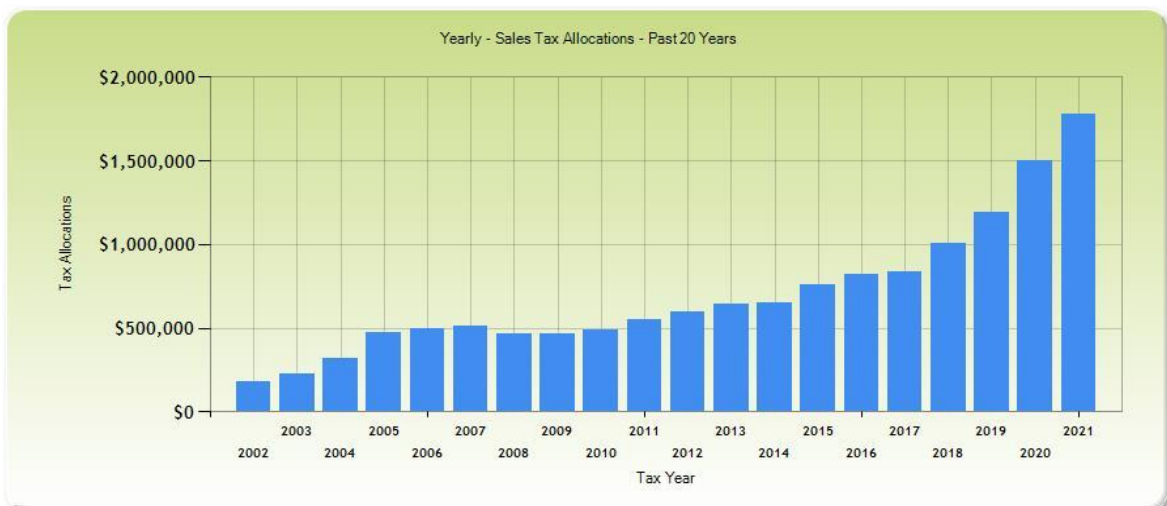
Sales tax revenue accounts for 10% of General Fund Revenue. The City currently levies a 2% sales tax that is in addition to the 6.25% the State of Texas levies. Of the 2% City levy, 1% is allocated to the General Fund while the remaining 1% funds the Economic and Community Development Corporations. As the City has grown, so has the sales tax base. Since 2016, the City has seen an average annual sales tax growth of 15%.

**Sales Tax Revenue
2017 - FY 2021**



Sales tax revenue projections in the General Fund for FY 2021-2022 are \$753,201. The actual sales tax collection in the last year had an unexpected increase from the original budgeted amount. This growth was an effect of upraising online sales due to Covid-19 restrictions imposed to businesses. This year the City has taken a conservative approach and has estimated a conservative increase in sales taxes.

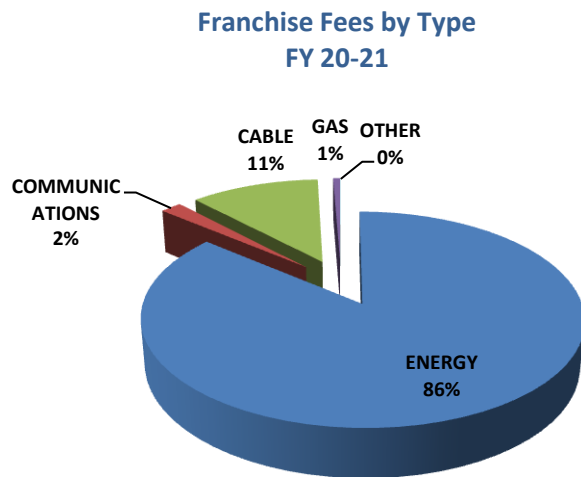
For the last ten years the City has seen a steady increase in sales tax as shown in the chart below.



The City continues to partner with its Economic Development Corporation to recruit businesses that will be successful and contribute to our community.

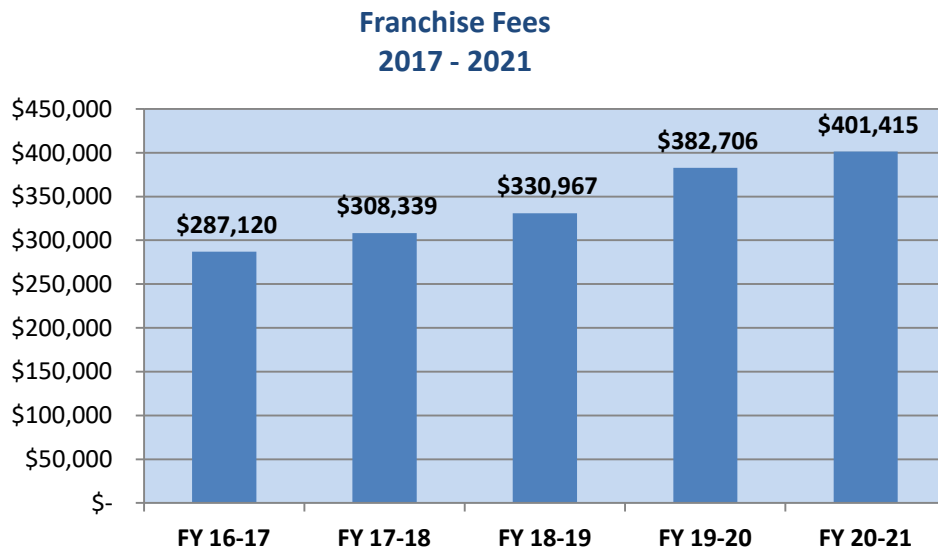
Franchise Tax

The City of Alton receives franchise fee payments for the use of its streets and right-of-ways. Companies involved in sanitation, telecommunications and utilities must pay the City for such in order to provide their services. The following charts show the breakdown of franchise fees received in Fiscal Year 2020-2021.



| Franchise Fee Type | Amount | % |
|--------------------|-------------------|-------------|
| Energy | \$ 345,669 | 86% |
| Cable | \$ 45,788 | 11% |
| Communications | \$ 7,464 | 2% |
| Gas | \$ 2,417 | 1% |
| Other | \$ 76 | 0% |
| TOTAL | \$ 401,415 | 100% |

Since 2017, the City has seen an average annual franchise tax growth of 8.5%. Franchise fees represent 5% of the General Fund revenue, a conservative budget of \$385,000 was estimated for FY 2021-2022.



Charges for Services

This revenue source includes fees charged to Hidalgo County for fire calls responded out of City limits, building permits and inspections, storm water fees, an Interlocal agreement with Mission CSD for public safety services, weedy lots and land cleaning, passport processing fees, rental of City facilities, Summer Camp and pool fees, and charges for fire inspections. All these revenue sources represent 13% of General Fund revenue, about \$904,000 for FY 2021-2022; 4% decrease from the previous year.

Fines and Forfeitures

The revenue source is generated by fines and fees collected for law violations in the City. The court fines represent 7% of General Fund revenue, an estimated \$498,649 for the FY 2021-2022; 1% decrease from the previous year.

Transfer-In

The revenue source represents 16% of the General Fund total revenue, about \$1,090,000, and is obtained from the Enterprise Funds for assisting with the general operations of the City.

Other Financing Sources

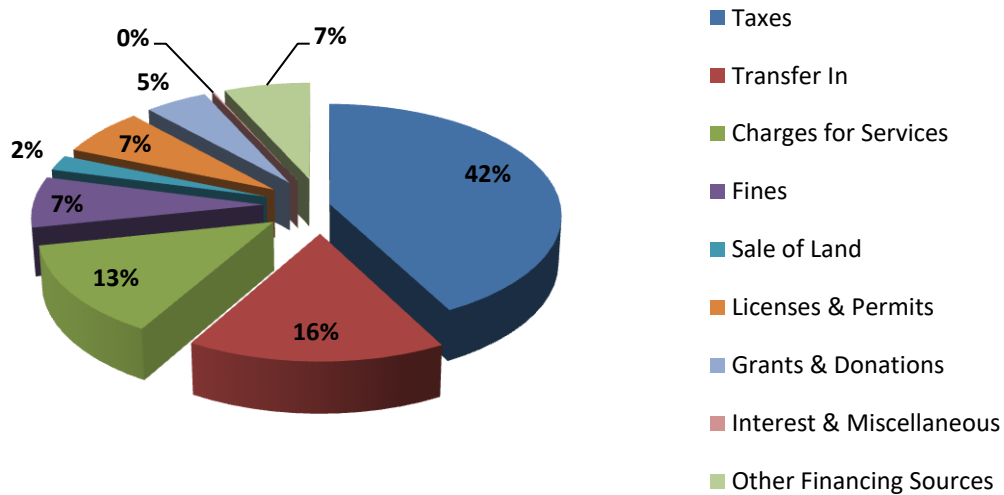
With the impact of Covid-19 pandemic, in FY 2020 the City was awarded federal money for items and related activities to deal with the mitigation of the pandemic. Based on the population estimated at the time, Alton had 18,105 residents; each City was granted by Hidalgo County, the fiscal agent, \$132 per person or \$2,389,760 that had to be spent by the end of October. In FY 2020 and 2021 Alton spent the 100% of its allocation on efforts to mitigate the impact of Covid-19.

In 2021 the American Rescue Plan Act (ARPA) through the Coronavirus Local Fiscal Recovery Fund, allocated the City \$4,486,164.60, deliverable in two tranches one year apart. In FY 2020 the City could reimbursed a total of \$787,537 to the General Fund and to other funds for expenses already incurred and eligible under the ARPA guidelines.

Illustrated below is a brief history of the revenue sources for the City of Alton.

| Revenue Sources | Actual FY 18-19 | Actual FY 19-20 | Budget FY 20-21 | Estimated Yr End FY 20-21 | Budget FY 21-22 | Change Amount |
|--------------------------|---------------------|---------------------|---------------------|---------------------------------|---------------------|------------------|
| Taxes | \$ 2,210,566 | \$ 2,528,205 | \$ 2,559,201 | \$ 2,866,586 | \$ 2,848,136 | \$ 288,935 |
| Transfer In | \$ 1,453,000 | \$ 1,220,000 | \$ 990,000 | \$ 990,000 | \$ 1,090,000 | \$ 100,000 |
| Charges for Services | \$ 762,373 | \$ 860,313 | \$ 937,084 | \$ 1,032,943 | \$ 904,226 | \$ (32,858) |
| Fines | \$ 620,450 | \$ 392,838 | \$ 502,029 | \$ 533,403 | \$ 498,649 | \$ (3,380) |
| Sale of Land | \$ 133,072 | \$ 27,395 | \$ 150,000 | \$ 89,600 | \$ 150,000 | \$ - |
| Licenses & Permits | \$ 244,048 | \$ 246,249 | \$ 272,350 | \$ 457,184 | \$ 464,885 | \$ 192,535 |
| Grants & Donations | \$ 129,877 | \$ 98,338 | \$ 195,535 | \$ 224,538 | \$ 331,998 | \$ 136,463 |
| Interest & Miscellaneous | \$ 22,157 | \$ 47,796 | \$ 22,139 | \$ 9,150 | \$ 10,024 | \$ (12,115) |
| Other Financing Sources | \$ 93,189 | \$ 1,337,654 | \$ 1,052,206 | \$ 1,907,644 | \$ 454,350 | \$ (597,856) |
| Total | \$ 5,668,732 | \$ 6,758,788 | \$ 6,680,544 | \$ 8,111,049 | \$ 6,752,268 | \$ 71,724 |

Revenue Sources General Fund

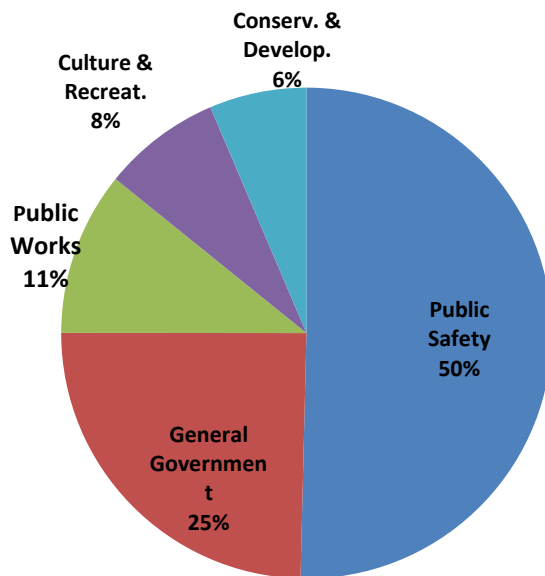


GENERAL FUND EXPENDITURES

The General Fund accounts for the expenditures associated with operating the general government services, which include public safety, parks, streets, planning, recreation, and the general administrative support for these services and the City Commission.

The operating budget for FY 21-22 is \$6,596,097. The following chart illustrates the percentage of the budget attributed to each department classified by service. Public safety will account for 50% of the budget which includes police and fire services.

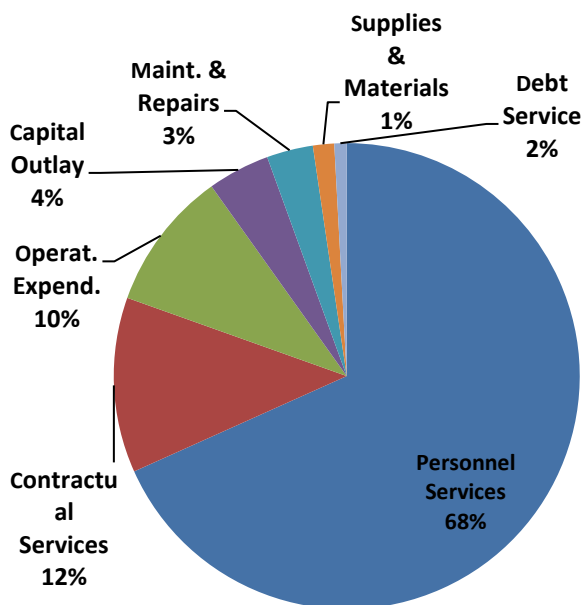
General Fund FY 21-22
Expenditure Breakdown by Service



| Service Description | Amount | % |
|----------------------------|--------------|------|
| Public Safety | \$ 3324,287 | 50% |
| General Government | \$ 1,624,489 | 25% |
| Public Works | \$ 712,297 | 11% |
| Culture & Recreation | \$ 513,817 | 8% |
| Conservation & Development | \$ 422,545 | 6% |
| TOTAL | \$ 6,597,436 | 100% |

The following chart illustrates the percentage of the budget attributed by category. For FY 21-22, personnel services will account for 68% of the budget. This category includes salaries and wages, overtime, payroll taxes, health insurance, retirement contributions, unemployment and workers compensation. It is projected an increase of 8% in this category from last year is due to the adjustments in wages through all departments. A Strategic Compensation Plan was developed based on experience, education and years of service. It was implemented on the second quarter of last fiscal year.

**General Fund FY 21-22
Expenditure Breakdown by Category**



| Category Description | Amount | % |
|--------------------------|---------------------|-------------|
| Personnel Services | \$ 4,505,242 | 68% |
| Contractual Services | \$ 802,347 | 12% |
| Operational Expenditures | \$ 639,686 | 10% |
| Capital Outlay | \$ 284,300 | 4% |
| Maintenance & Repairs | \$ 212,348 | 3% |
| Supplies & Materials | \$ 97,060 | 1% |
| Debt Service | \$ 56,453 | 1% |
| TOTAL | \$ 6,597,436 | 100% |

The table below illustrates a brief history of expenditures by category. The budget for FY 21-22 has an increase of 6% over the FY 20-21 budget. This change is mostly in the personnel services due to the hiring of 10 new staff to meet service demand in all departments.

| Expenditures by Category | Actual | Actual | Budget | Estimated Yr End | Budget | Change |
|-----------------------------|---------------------|---------------------|---------------------|---------------------|---------------------|-------------------|
| | FY 18-19 | FY 19-20 | FY 20-21 | FY 20-21 | FY 21-22 | Amount |
| Personnel Services | \$ 3,638,035 | \$ 3,773,468 | \$ 4,170,414 | \$ 4,284,888 | \$ 4,505,241 | \$ 334,827 |
| Contractual Services | \$ 771,676 | \$ 757,334 | \$ 806,076 | \$ 754,247 | \$ 802,347 | \$ (3,729) |
| Operational Expenditures | \$ 582,818 | \$ 466,296 | \$ 560,369 | \$ 549,621 | \$ 609,686 | \$ 49,317 |
| Maintenance & Repairs | \$ 143,805 | \$ 179,173 | \$ 137,820 | \$ 273,351 | \$ 212,348 | \$ 74,528 |
| Supplies & Materials | \$ 111,672 | \$ 69,208 | \$ 78,000 | \$ 83,673 | \$ 97,060 | \$ 19,060 |
| Debt Service | \$ 193,154 | \$ 211,460 | \$ 188,010 | \$ 444,325 | \$ 56,453 | \$ (131,557) |
| Capital Outlay | \$ 220,884 | \$ 495,870 | \$ 244,833 | \$ 607,794 | \$ 284,300 | \$ 39,467 |
| Emergency Expenditures | \$ 2,050 | \$ 313,060 | \$ 20,000 | \$ 147,844 | \$ 30,000 | \$ 10,000 |
| Totals | \$ 5,664,095 | \$ 6,265,869 | \$ 6,205,521 | \$ 7,145,744 | \$ 6,597,436 | \$ 391,915 |

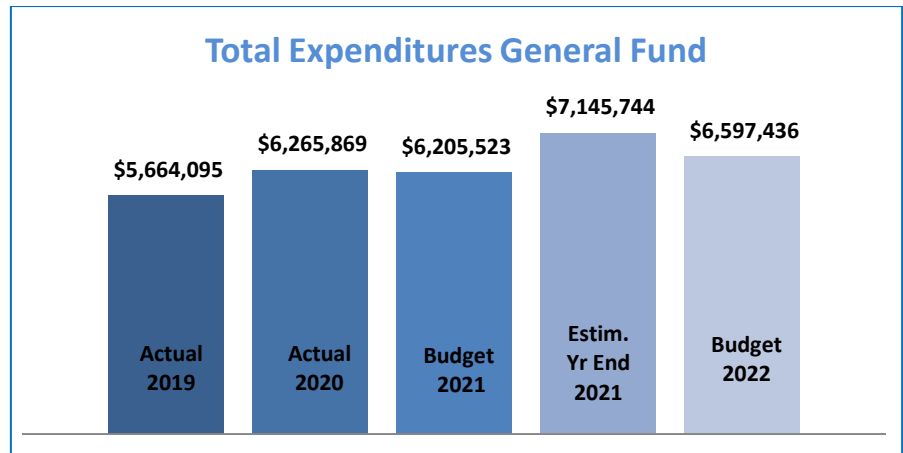
BUDGET DETAIL BY DEPARTMENT

The following table illustrates the history of expenditures by department, the amounts allocated to each one of them and the amount changed from the previous year original budget.

The highest changes this year is in the Police Department, 31%, increase mostly in personnel services and equipment.

| Expenditures by Department | Actual | Actual | Budget | Estimated Yr End | Budget | Change |
|-------------------------------|---------------------|---------------------|---------------------|---------------------|---------------------|-------------------|
| | FY 18-19 | FY 19-20 | FY 20-21 | FY 20-21 | FY 21-22 | Amount |
| Administration | \$ 1,272,950 | \$ 1,479,050 | \$ 1,188,851 | \$ 1,591,354 | \$ 1,229,222 | \$ 40,371 |
| Finance | \$ 148,739 | \$ 153,657 | \$ 161,142 | \$ 156,269 | \$ 150,165 | \$ (10,976) |
| Planning | \$ 282,205 | \$ 301,679 | \$ 366,327 | \$ 360,317 | \$ 373,322 | \$ 6,995 |
| MS4 | \$ 21,691 | \$ 25,421 | \$ 20,889 | \$ 21,254 | \$ 36,011 | \$ 15,122 |
| Municipal Court | \$ 134,907 | \$ 100,411 | \$ 104,807 | \$ 91,794 | \$ 112,668 | \$ 7,861 |
| Police | \$ 1,695,397 | \$ 1,944,909 | \$ 1,932,403 | \$ 2,020,463 | \$ 2,074,088 | \$ 141,685 |
| Public Safety Building | \$ 10,539 | \$ 10,004 | \$ 10,185 | \$ 8,205 | \$ 14,553 | \$ 4,368 |
| Fire | \$ 1,179,279 | \$ 1,305,856 | \$ 1,210,790 | \$ 1,720,667 | \$ 1,248,859 | \$ 38,069 |
| Public Works | \$ 570,496 | \$ 554,727 | \$ 635,216 | \$ 658,698 | \$ 712,297 | \$ 77,081 |
| Community Service | \$ 345,242 | \$ 387,600 | \$ 447,657 | \$ 395,058 | \$ 513,817 | \$ 66,160 |
| Human Resources | \$ 2,651 | \$ 2,554 | \$ 127,257 | \$ 121,666 | \$ 132,434 | \$ 5,177 |
| Totals | \$ 5,664,095 | \$ 6,265,869 | \$ 6,205,523 | \$ 7,145,744 | \$ 6,597,436 | \$ 391,913 |

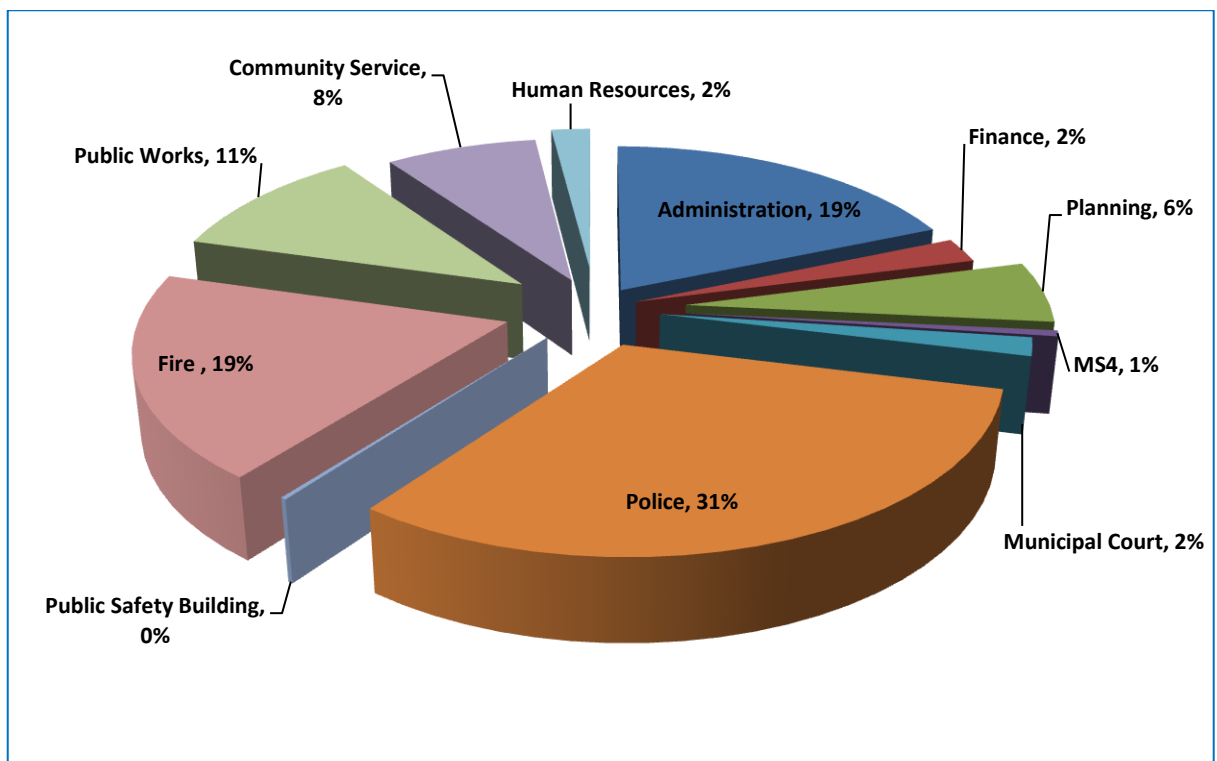
The chart to the right shows the total expenditures of General Fund by fiscal year.



The chart below shows the total General Fund allocation by department. The departmental summaries provide more details on each budget.

General Fund FY 21-22 Distribution by Department

Total Budget \$6,597,436



GENERAL FUND DEPARTMENTAL SUMMARIES

Administration Department

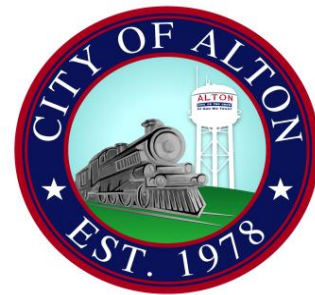
Office of the City Manager

Mission Statement

The mission of the City Manager's office is to assist the City Commission and City departments in providing service-oriented, responsible government that is consistent with the City's Vision and Mission Statements.

Department Overview

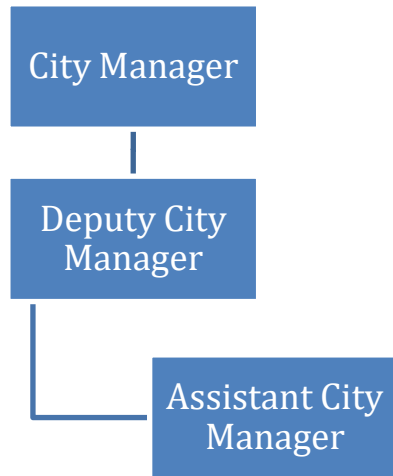
The office of the City Manager has general oversight of all City Departments and functions, as well as supervision of the Economic Development efforts. The City Manager is the primary liaison to other governmental entities and intergovernmental bodies such as the Metropolitan Planning Organization, the Regional Mobility Authority and various other ad hoc committees and groups.



Accomplishments FY 2020-2021

- Increased the City's Fund Balance to a minimum of 120 days.
- Modified the City's Organizational Chart in an effort to improve efficiency within the Public Safety arena.
- Initiated storm water drainage projects to alleviate flooding in low-lying areas.

Organizational Chart




Position Summary




| Position Title | FY 2020 | FY 2021 | FY 2022 |
|-------------------------|----------|----------|----------|
| City Manager | 1 | 1 | 1 |
| Deputy City Manager | | | 0.5 |
| Assistant City Manager | | | 0.5 |
| Total Full Time | 1 | 1 | 2 |
| Total Part-Time | 0 | 0 | 0 |
| Total Department | 1 | 1 | 2 |

Challenges

- Funding for street rehabilitation projects.
- The location and condition of infrastructure to spur economic development.
- Sufficient staffing levels to meet the needs of a fast growing community.

Performance Indicators

| STRATEGIC GOAL | | STRATEGIC INITIATIVE |
|---|-----------------------------|---|
|  | Efficient Government | ✓ 1.2 Improve communications with City Administration for external and internal customers |
| | | ✓ 1.7 Increase transparency for Alton City Government |

| Performance Measure | Strategic Goal | Actual FY 19-20 | Actual FY 20-21 | Target FY 21-22 | Target FY 22-23 |
|--|---|-----------------|-----------------|-----------------|-----------------|
| Respond to citizens' requests within two days |  | 85% | 80% | 90% | 95% |
| Achieve Strategic Planning Operational Items |  | 65% | 64% | 75% | 80% |
| Annual budget meets City Commission directives |  | 95% | 100% | 100% | 100% |

Office of the City Secretary

Mission Statement

The mission of the City Secretary's office is to ensure the accuracy and integrity of all City records; conduct City operations in an efficient, effective manner and respond promptly to citizens' inquiries and requests.



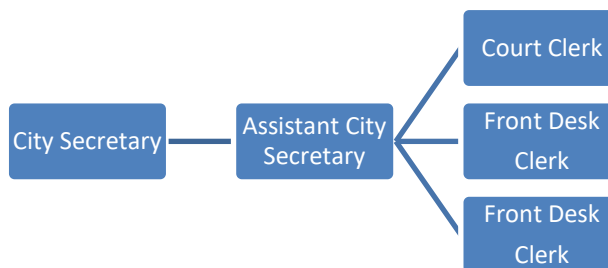
Department Overview

The City Secretary office is responsible for providing information in a timely, efficient manner and in accordance with state and federal laws. The City Secretary attends every [meeting of the City Commission](#) and keeps accurate minutes of the proceedings thereof in a book to be provided for that purpose and engrosses and enrolls all laws, resolutions, and ordinances of the Commission. Keeps the corporate seal, takes charge of and preserves all book records, papers, documents and files of the Commission, thereby serving as the City's Records Management Officer. Administers oaths, countersigns and attests contracts, and other legal instruments when executed by the authorized officers of the City; serves as the Election Official for all [City elections](#) and ensures compliance with State Open Meeting Act.

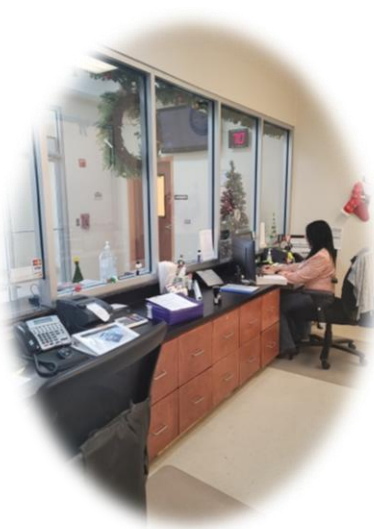
The City Secretary office oversees front desk and municipal court staff.

Position Summary

Organizational Chart



| Position Title | FY 2020 | FY 2021 | FY 2022 |
|--------------------------|----------|----------|------------|
| City Secretary | 1 | 1 | 0.5 |
| Assistant City Secretary | | | 1 |
| Front Desk Clerk | 2 | 2 | 2 |
| Court Clerk | 1 | 1 | 1 |
| Total Full Time | 4 | 4 | 4.5 |
| Total Part-Time | 0 | 0 | 0 |
| Total Department | 4 | 4 | 4.5 |



Goals

- Obtain the [2nd Municipal Clerks Office Achievement of Excellence Award](#) thru the Texas Municipal Clerks Association
- Complete written procedures manual for operations of the City Secretary's office
- Refine team concept for efficient and effective customer service
- Provide records management training for directors
- Expand the Youth Leadership Academy Program (AYLA)


Accomplishments FY 2020-2021







- [Ensured transparency of meetings](#)
- [Provided annual updates to City's Municipal Code of Ordinances](#)
- Network and information sharing with fellow City Secretaries

Challenges

- Increase participation Alton Youth Leadership Academy from other school districts
- Records management

Performance Indicators

| STRATEGIC GOAL | | STRATEGIC INITIATIVE |
|---|-----------------------------|--|
|  | Efficient Government | ✓ 1.2 Improve communications with City Administration for external and internal customers ✓ 1.7 Increase transparency for Alton City Government |

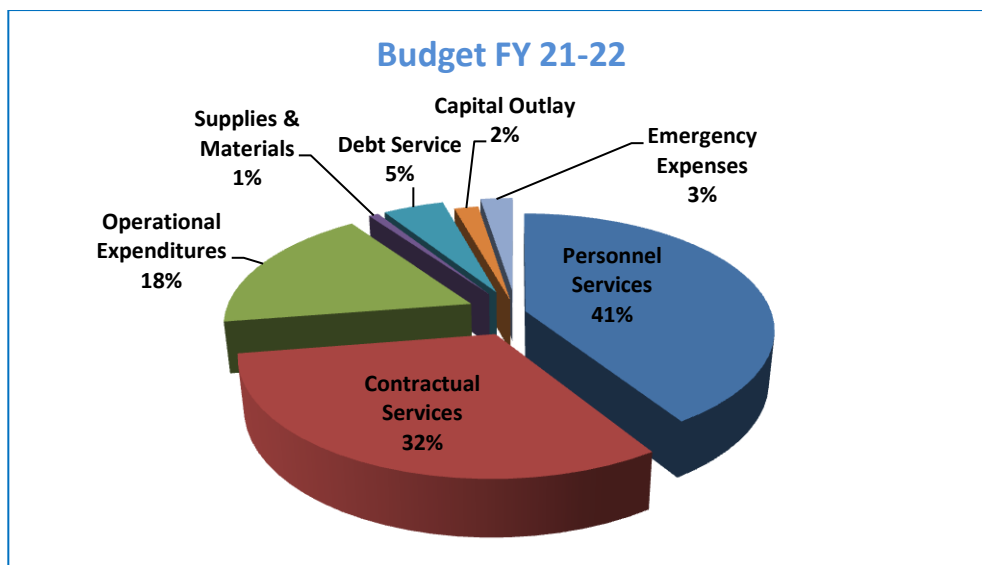
| Workload Measure | Strategic Goal | Actual FY 19-20 | Actual FY 20-21 | Target FY 21-22 | Target FY 22-23 |
|--------------------------------------|---|-----------------|-----------------|-----------------|-----------------|
| Public Meetings Held |  | 27 | 22 | 22 | 22 |
| Public Information Request Processed |  | 65 | 80 | 85 | 90 |
| Transactions Tendered |  | 8843 | 11426 | 12500 | 13500 |
| Passports Processed |  | 379 | 175 | 1000 | 1500 |
| Peer Meetings Attended |  | 3 | 3 | 5 | 7 |
| AYLA Participants |  | 20 | 31 | 32 | 40 |

Summary of Appropriations by Fund

| Fund | FY 2019 | FY 2020 | FY 2021 | FY 2022 |
|--------------------------------------|--------------------|--------------------|--------------------|--------------------|
| General Fund | \$991,249 | \$1,268,175 | \$952,611 | \$978,837 |
| Sewer Fund | \$45,838 | \$51,716 | \$39,377 | \$47,865 |
| Development Corporation 4A | \$57,298 | \$71,027 | \$89,576 | \$92,140 |
| Community Development Corporation 4B | \$51,568 | \$58,380 | \$76,347 | \$77,780 |
| Total Department | \$1,145,953 | \$1,449,298 | \$1,157,911 | \$1,196,622 |

Summary of Expenditures by Category

| Expenditure Category | Actual FY 18-19 | Actual FY 19-20 | Budget FY 20-21 | Estimated Yr End FY 20-21 | Budget FY 21-22 | Change Amount |
|--------------------------|---------------------|---------------------|---------------------|---------------------------------|---------------------|---------------------|
| Personnel Services | \$ 333,571 | \$ 295,792 | \$ 347,181 | \$ 365,435 | \$ 488,704 | \$ 141,523 |
| Contractual Services | \$ 450,986 | \$ 343,925 | \$ 396,824 | \$ 395,701 | \$ 379,022 | \$ (17,802) |
| Operational Expenditures | \$ 144,612 | \$ 202,694 | \$ 215,072 | \$ 225,421 | \$ 211,343 | \$ (3,729) |
| Supplies & Materials | \$ 9,456 | \$ 14,500 | \$ 9,000 | \$ 7,437 | \$ 9,000 | \$ - |
| Debt Service | \$ 170,078 | \$ 246,547 | \$ 164,934 | \$ 376,177 | \$ 56,453 | \$ (108,481) |
| Capital Outlay | \$ 35,200 | \$ 32,780 | \$ 4,900 | \$ 41,287 | \$ 22,100 | \$ 17,200 |
| Emergency Expenses | \$ 2,050 | \$ 313,060 | \$ 20,000 | \$ 147,844 | \$ 30,000 | \$ 10,000 |
| Totals | \$ 1,145,953 | \$ 1,449,298 | \$ 1,157,911 | \$ 1,559,300 | \$ 1,196,622 | \$ 38,710.93 |



Municipal Court

Mission Statement

The Alton Municipal Court is committed to provide a fair, neutral and courteous administration of justice by providing accessible, efficient, impartial and well reasoned resolution of all court cases while providing exceptional customer service.

Department Overview

The [Municipal Court](#) is the judicial branch of local government, the City of Alton. The court enforces criminal laws, traffic laws and municipal ordinances within the court's jurisdiction. It is responsible for providing assistance during each court session, processes and adjudicates cases that are filed in the court. It maintains and prepares all of the municipal dockets, recording the disposition of each case, receiving all court documents and defendant correspondence.



Goals

- Continue to increase online court payments via City website
- Refine team concept for efficient and effective customer service

Accomplishments FY 2020-2021


- Increased online court payments via City website
- Adopted local pandemic conditions operating plan for in person court appearance
- Continued working with Hidalgo County to simplify processes of Scofflaw program





Challenges

- Safety security measures
- Pandemic safety
- High volume workload



Performance Indicators

| STRATEGIC GOAL | | STRATEGIC INITIATIVE |
|---|-----------------------------|--|
|  | Efficient Government | <ul style="list-style-type: none"> ✓ 1.2 Improve communications with City Administration for external and internal customers ✓ 1.7 Increase transparency for Alton City Government |

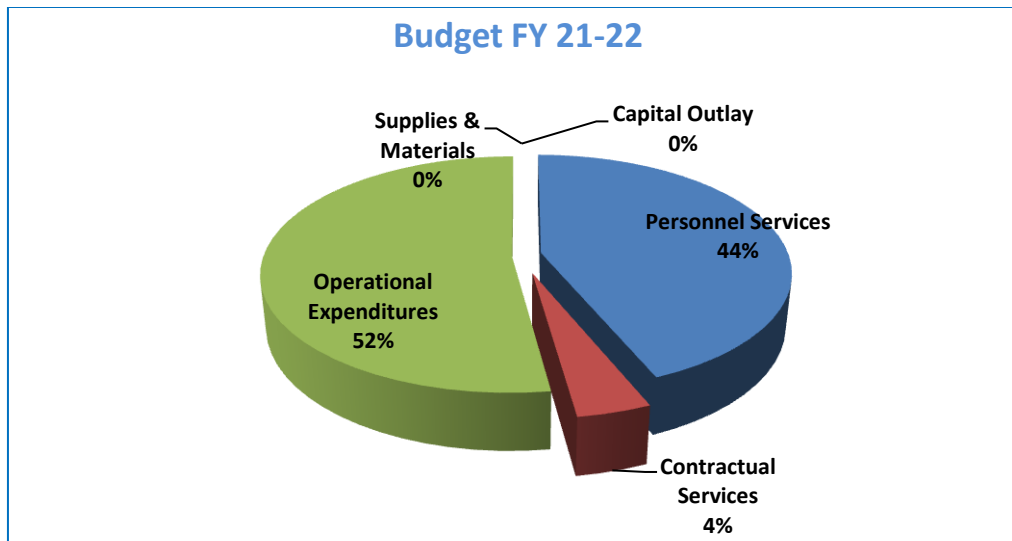
| Workload Measure | Strategic Goal | Actual FY 19-20 | Actual FY 20-21 | Target FY 21-22 | Target FY 22-23 |
|------------------|---|-----------------|-----------------|-----------------|-----------------|
| Cases Filed |  | 5462 | 6000 | 6500 | 7000 |
| Cases Closed |  | 17619 | 5700 | 6800 | 7500 |
| Warrants Issued |  | 1727 | 3500 | 3650 | 4000 |
| Online Payments |  | 617 | 936 | 1250 | 1500 |

Summary of Appropriations by Fund

| Fund | FY 2019 | FY 2020 | FY 2021 | FY 2022 |
|-------------------------|------------------|------------------|------------------|------------------|
| General Fund | \$134,907 | \$100,411 | \$104,807 | \$112,668 |
| Total Department | \$134,907 | \$100,411 | \$104,807 | \$112,668 |

Summary of Expenditures by Category

| Expenditure Category | Actual FY 18-19 | Actual FY 19-20 | Amended Budget FY 20-21 | Estimated Yr End FY 20-21 | Budget FY 21-22 | Change Amount |
|--------------------------|--------------------|--------------------|-------------------------------|---------------------------------|--------------------|------------------|
| Personnel Services | \$ 48,295 | \$ 46,032 | \$ 46,638 | \$ 38,853 | \$ 49,262 | \$ 2,624 |
| Contractual Services | \$ 3,995 | \$ 975 | \$ 4,650 | \$ 1,447 | \$ 4,550 | \$ (100) |
| Operational Expenditures | \$ 67,549 | \$ 53,404 | \$ 53,019 | \$ 51,100 | \$ 58,856 | \$ 5,837 |
| Supplies & Materials | \$ 67 | \$ - | \$ - | \$ 194 | \$ - | \$ - |
| Capital Outlay | \$ 15,000 | \$ - | \$ 500 | \$ 200 | \$ - | \$ (500) |
| Totals | \$ 134,907 | \$ 100,411 | \$ 104,807 | \$ 91,794 | \$ 112,668 | \$ 7,861 |



Human Resources Department

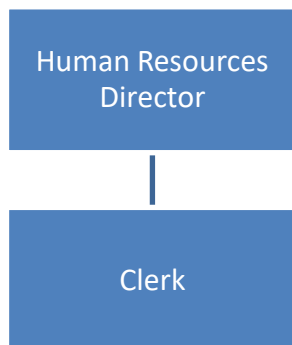
Mission Statement

The mission of the Human Resources Department is to promote a work environment characterized by fair treatment of staff, open communications, personal accountability, trust, and mutual respect.

Department Overview

The Human Resources Department manages the employee life cycle from the applicant stage to beyond their termination of employment. Responsibilities include recruitment, on boarding, training and counseling, administration of benefits, worker's compensation, personnel recordkeeping, classification and compensation, performance appraisals, management consulting and legislation compliance and provide advice, support, and recommendations to all departments within the city with regards to its employees to make the City of Alton a premier municipal employer. HR coordinates with IT third-party company and provides IT support to all departments.

Organizational Chart



Position Summary

| Position Title | FY 2020 | FY 2021 | FY 2022 |
|--------------------------|----------|----------|----------|
| Human Resources Director | 1 | 1 | 1 |
| Clerk | | 1 | 1 |
| Total Full Time | 1 | 2 | 2 |
| Total Part-Time | 0 | 0 | 0 |
| Total Department | 1 | 2 | 2 |

Goals

- Develop an on boarding process that includes safety and harassment training.
- Create a survey type form to collect employee satisfaction and engagement data.

Accomplishments FY 2020-2021

- Continue transition to paperless HR system
- Developed a cost of living implementation plan for FY 2021-2022
- Set up and provided training for a new 311 software and app
- Made policy changes to comply with Covid compliance mandates
- Provided support in various phases of the remodel of what is the new Public Safety Building
- Oversaw the layout change of the cubical at City Hall
- Managed to have a employee appreciation events despite Covid



Pandemic Pound Weight Loss Champs
03/29/2021



Alton Water Station/McAllen Marathon
01/19/2020



Alton Tumornators-Mission Pink 5K Run
10/23/2020



Employee Appreciation Luncheon
10/21/2021

Challenges

* Manpower

* Software

* Technologies Updates

Performance Indicators

STRATEGIC GOAL

STRATEGIC INITIATIVE



Efficient Government

- ✓ 1.2 Improve communications with City Administration for external and internal customers
- ✓ 1.7 Increase transparency for Alton City Government

| Performance Measure | Strategic Goal | Actual FY 19-20 | Actual FY 20-21 | Target FY 21-22 | Target FY 22-23 |
|----------------------------|----------------|-----------------|-----------------|-----------------|-----------------|
| Employee Absence Rate | | 21% | 16% | 15% | 13% |
| Employee Satisfaction Rate | | 0 | 0 | 50% | 55% |
| Employee Turnover Rate | | 4% | 36% | 30% | 25% |
| Employee Injuries | | 19 | 14 | 12 | 10 |

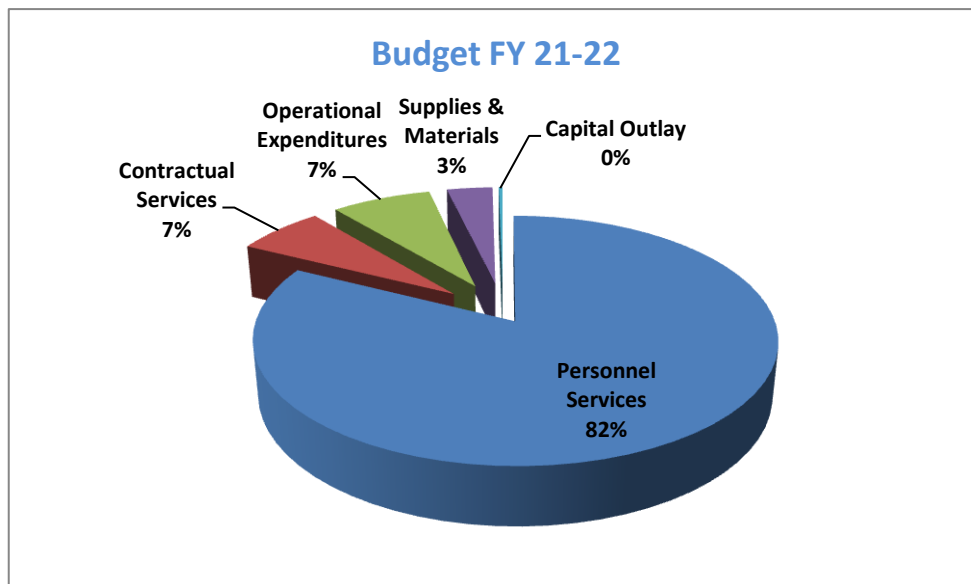
| Workload Measure | Strategic Goal | Actual FY 19-20 | Actual FY 20-21 | Target FY 21-22 | Target FY 22-23 |
|------------------------------|----------------|-----------------|-----------------|-----------------|-----------------|
| Employee Surveys | | 0 | 0 | 1 | 3 |
| Employee Wellness Events | | 5 | 5 | 5 | 5 |
| Employee Appreciation Events | | 1 | 2 | 4 | 4 |
| Employee Hires | | 45 | 52 | 30 | 35 |
| Employee Terminations | | 41 | 49 | 35 | 30 |
| Risk Management Trainings | | 1 | 1 | 2 | 3 |

Summary of Appropriations by Fund

| Fund | FY 2019 | FY 2020 | FY 2021 | FY 2022 |
|-------------------------|----------------|----------------|------------------|------------------|
| General Fund | \$2,651 | \$2,554 | \$119,622 | \$124,484 |
| Sewer Fund | | | \$7,635 | \$7,950 |
| Total Department | \$2,651 | \$2,554 | \$127,257 | \$132,434 |

Summary of Expenditures by Category

| Expenditure Category | Actual FY 18-19 | Actual FY 19-20 | Budget FY 20-21 | Estimated Yr End FY 20-21 | Budget FY 21-22 | Change Amount |
|--------------------------|--------------------|--------------------|--------------------|---------------------------------|--------------------|------------------|
| Personnel Services | \$ 2,651 | \$ 2,554 | \$ 106,154 | \$ 108,951 | \$ 109,116 | \$ 2,962 |
| Contractual Services | \$ - | \$ - | \$ 5,000 | \$ 5,472 | \$ 8,635 | \$ 3,635 |
| Operational Expenditures | \$ - | \$ - | \$ 13,728 | \$ 6,279 | \$ 9,808 | \$ (3,920) |
| Supplies & Materials | \$ - | \$ - | \$ 2,000 | \$ 528 | \$ 4,500 | \$ 2,500 |
| Capital Outlay | \$ - | \$ - | \$ 375 | \$ 437 | \$ 375 | \$ - |
| Totals | \$ 2,651 | \$ 2,554 | \$ 127,257 | \$ 121,666 | \$ 132,434 | \$ 5,177 |



Finance Department

Mission Statement

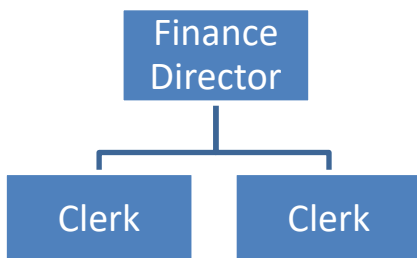
The Finance Department of the City of Alton is committed to providing timely, accurate and complete financial information to the City Commission, other departments, and the community in general; to safeguard the financial resources of the City; and to comply with all pertinent Federal, State and local regulations.

Department Overview

The Finance Department is responsible for the processing of all financial related operations for the city. The functions necessary to perform are as follows: the processing of accounts payable, purchase orders, accounts receivable, maintaining the general ledger, and processing payroll. The Finance Director prepares the annual budget, amendments to the budget, monthly and annual financial reports for the City Commission City Manager and other departments.



Organizational Chart



Position Summary

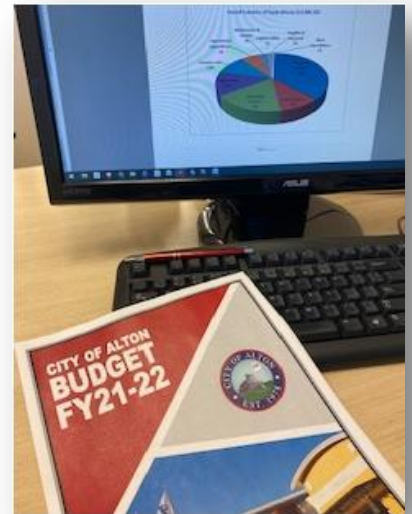
| Position Title | FY 2020 | FY 2021 | FY 2022 |
|-------------------------|----------|----------|----------|
| Finance Director | 1 | 1 | 1 |
| Clerk | 2 | 2 | 2 |
| Total Full Time | 2 | 2 | 2 |
| Total Part-Time | 0 | 0 | 0 |
| Total Department | 2 | 2 | 2 |

Goals

- Continue to apply for and receive the Distinguished Budget Presentation Award recognition from the Government Finance Officers Association, while improving quality and effectiveness of the annual budget document.
- Successfully apply for the Texas Comptroller's STARS program, which recognizes local governments across Texas who meet high standard for financial transparency.
- Receive an unmodified audit opinion on the Annual Financial Report.
- Reduce the number of printed checks by Accounts Payable and increase efficiency by implementing payment solutions such as ACH, wires transfers, and increasing online vendors' payment.
- Create and adopt a Comprehensive Financial Management Policies.
- Develop a Depreciation Fund in the General, Solid Waste and Wastewater Funds in order to reduce the City's dependence on debt for capital outlays.

Accomplishments FY 2020-2021


- Received an unmodified audit opinion on the Annual Financial Report Year Ended September 30, 2021.
- Received the Government Finance Officers Association Budget Presentation Award for the Fiscal Year 2020-2021 Budget for the sixth time.
- Received 100% allocation of the Federal Government CARES Act funding related to the mitigation of Covid-19. Hidalgo County required extensive and detailed financial reporting, resulting in a huge work load.


















Challenges

- Availability of time to face unexpected tasks
- High volume work load

Performance Indicators

| STRATEGIC GOAL | | STRATEGIC INITIATIVE |
|---|----------------------|--|
|  | Efficient Government | <ul style="list-style-type: none"> ✓ 1.2 Improve communications with City Administration for external and internal customers ✓ 1.7 Increase transparency for Alton City Government |

| Performance Measure | Strategic Goal | Actual FY 19-20 | Actual FY 20-21 | Target FY 21-22 | Target FY 22-23 |
|---|---|-----------------|-----------------|-----------------|-----------------|
| Receive GFOA Distinguished Budget Presentation Award |  | Year 5 | Year 6 | Year 7 | Year 8 |
| Percentage of “Proficient” or higher ratings for Budget Award criteria |  | 87% | 93% | 98% | 100% |
| Complete the external audit financial report with an unmodified opinion |  | Yes | Yes | Yes | Yes |
| Complete and file the required Federal, State, and local reports by due dates |  | 100% | 100% | 100% | 100% |
| Number of days to produce monthly reports after month-end |  | 13 | 11 | 10 | 8 |
| Number of days to pay vendors from invoice to payment day |  | | 23 | 15 | 15 |
| Issue employee W-2 forms by January 31 |  | 100% | 100% | 100% | 100% |

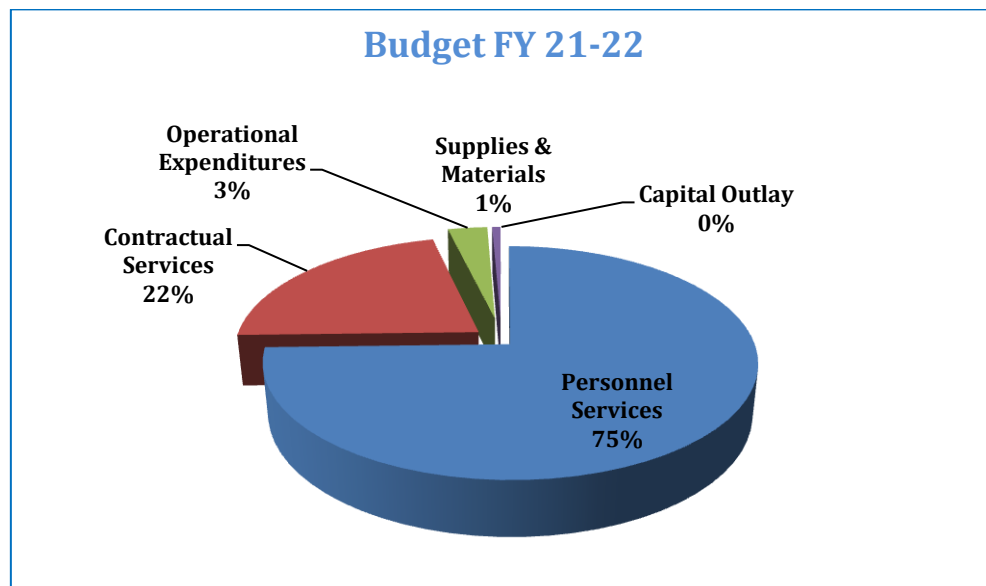
| Workload Measure | Strategic Goal | Actual FY 19-20 | Actual FY 20-21 | Target FY 21-22 | Target FY 22-23 |
|---|--|-----------------|-----------------|-----------------|-----------------|
| Number of accounts receivable daily reports processed |  | 11,014 | 7,399 | 7,800 | 8,000 |
| Number of accounts payable transactions processed |  | 2,417 | 2,450 | 2,500 | 2,500 |
| Number of vendors paid |  | 455 | 435 | 450 | 450 |
| Number of vendors paid through online solutions |  | | 17 | 20 | 25 |
| Number of 1099's forms issued |  | 125 | 136 | 140 | 145 |
| Purchase Orders Issued |  | 987 | 967 | 990 | 990 |
| Bank Reconciliations Prepared |  | 311 | 328 | 336 | 348 |
| Number of W-2's issued |  | 147 | 156 | 170 | 180 |

Summary of Appropriations by Fund

| Fund | FY 2019 | FY 2020 | FY 2021 | FY 2022 |
|--------------------------------------|------------------|------------------|------------------|------------------|
| General Fund | \$103,980 | \$108,898 | \$111,247 | \$108,119 |
| Sewer Fund | \$22,487 | \$22,487 | \$21,512 | \$21,023 |
| Solid Waste Fund | | | | |
| Development Corporation 4A | \$14,710 | \$14,710 | \$13,849 | \$13,515 |
| Community Development Corporation 4B | \$7,562 | \$7,562 | \$7,133 | \$7,508 |
| Total Department | \$148,739 | \$153,657 | \$153,741 | \$150,165 |

Summary of Expenditures by Category

| Expenditure Category | Actual | Actual | Budget | Estimated Yr End | Budget | Change Amount |
|--------------------------|-------------------|-------------------|-------------------|---------------------|-------------------|--------------------|
| | FY 18-19 | FY 19-20 | FY 20-21 | FY 20-21 | FY 21-22 | |
| Personnel Services | 112,078 | 119,717 | 123,504 | 120,593 | 112,010 | (11,493) |
| Contractual Services | 31,307 | 31,045 | 14,006 | 30,456 | 32,500 | 18,494 |
| Operational Expenditures | 2,831 | 1,719 | 21,932 | 4,062 | 4,655 | (17,277) |
| Maintenance & Repairs | | | | | | - |
| Supplies & Materials | 1,248 | 1,176 | 1,000 | 835 | 1,000 | - |
| Capital Outlay | 1,275 | - | 700 | 323 | - | (700) |
| Totals | \$ 148,739 | \$ 153,657 | \$ 161,142 | \$ 156,269 | \$ 150,165 | \$ (10,976) |



Planning Department

Mission Statement

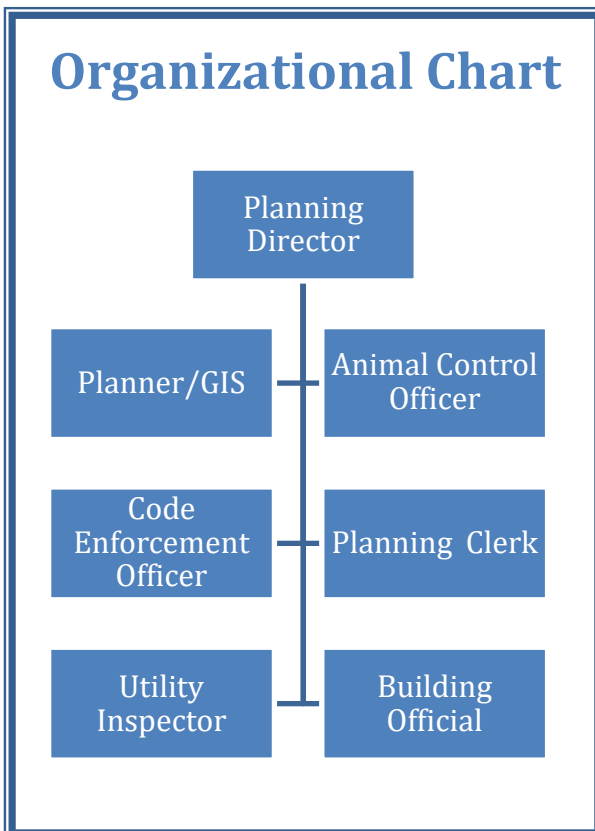
The Planning Department of the City of Alton is to deliver exceptional services that enhance quality of life, while creating a sustainable, friendly environment where citizens, businesses and visitors can all thrive.

Department Overview

Our department works with citizens and the community leaders to build a consensus on how the city grows. We ensure that projects and plans comply with local standards for land use, zoning and construction. These standards are intended to ensure the safety of current and future owners and occupants. The department as a whole protects the public health and safety of its citizens and promotes the general welfare of the citizens as well as animals residing within the city.



Organizational Chart



Position Summary

| Position Title | FY 2020 | FY 2021 | FY 2022 |
|--------------------------|----------|----------|----------|
| Planning Director | 1 | 1 | 1 |
| Building Official | 1 | 1 | 1 |
| Utility Inspector | | | 1 |
| Planner | 1 | 1 | 1 |
| Planning Clerk | 1 | 1 | 1 |
| Code Enforcement Officer | 1 | 1 | 1 |
| Animal Control Officer | 1 | 1 | 1 |
| Total Full Time | 6 | 6 | 7 |
| Total Part-Time | 0 | 0 | 0 |
| Total Department | 6 | 6 | 7 |



Divisions

- **Planning** — is responsible in providing sound planning, development and building advice to the community
- **Building** — reviews and examines plans to make sure they are in compliance with codes and ordinances. Also, inspections are conducted to verify if new/existing structures are meeting code and safety.
- **Environmental Services** - is responsible for the overall protection of the public health and safety of its citizens and to promote the general welfare.

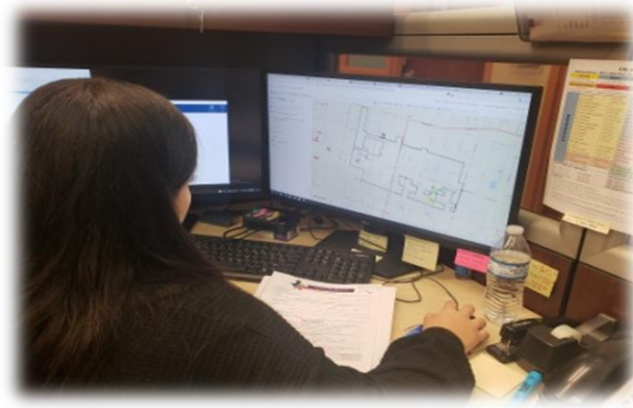
Goals

- ❖ **Planning** – to encourage development , to keep monitoring growth and analyze surrounding areas , and to work with tools to provide community sustainability, development and improve the City’s Geographical Information System (GIS).
- ❖ **Building** - provide a smooth/quick permitting process for any type of construction. Educate contractors and citizens on the new adopted building codes.
- ❖ **Environmental Services** – enact offensive conditions concerning the public health and property values, educating the public about maintaining their property and mowing throughout the year.



Accomplishments FY 2020-2021

- Developed a GIS mapping system
- Increased compliance with utility contractors by employing a Utility Inspector.
- Adopted the latest building codes.
- Updated the Unified Development Code to meet today's demands.
- Updated equipment such as mosquito spray machine for Vector control.
- Educating the public about storm water and property maintenance.













Challenges

- Motivating citizens to adapt to the changes the city is going through.
- No accessible drainage in certain areas of the city limiting area for potential development.
- Rapid Growth.
- Number of staff available.
- Community Resistance, especially the elderly.
- Lenient judicial deposition outcomes/rulings.
- Lack of communication between municipal judge and alternative judges.
- During the pandemic the Animal Shelter was not available/ closed numerous times or is full capacity.



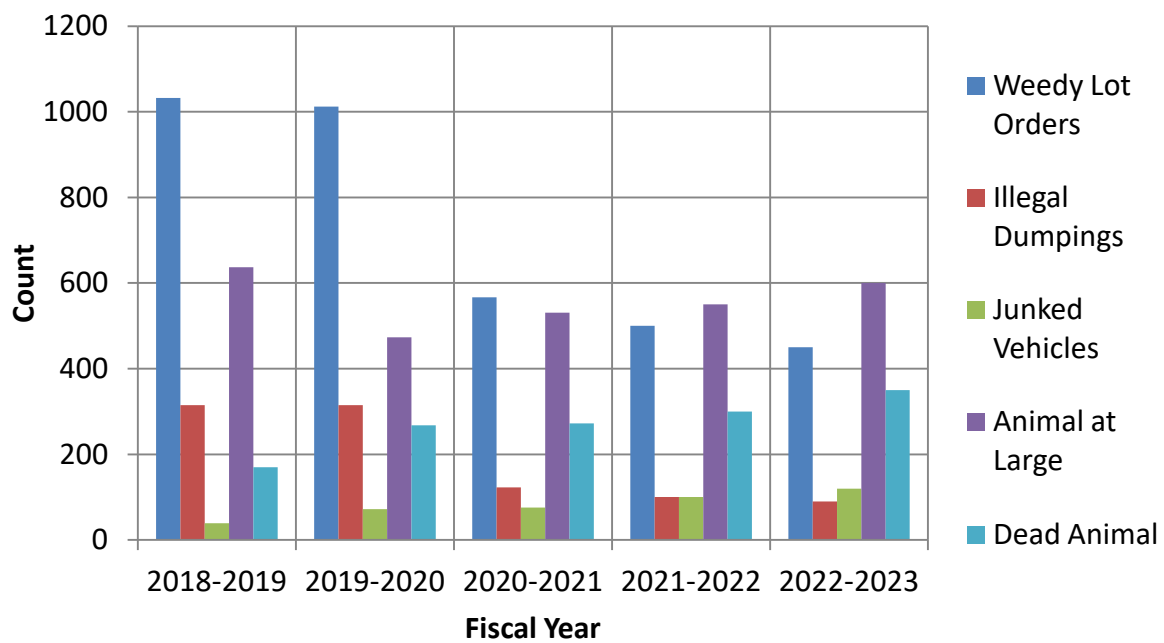
Performance Indicators

| STRATEGIC GOAL | | STRATEGIC INITIATIVE |
|---|---------------------------|--|
|  | Efficient Government | <ul style="list-style-type: none"> ✓ 1.2 Improve communications with City Administration for external and internal customers ✓ 1.7 Increase transparency for Alton City Government |
|  | Livability/Sustainability | <ul style="list-style-type: none"> ✓ 5.0 Improve the quality of life in Alton for its constituents in a manner that will be sustainable |

| | Strategic Goal | Actual FY 19-20 | Actual FY 20-21 | Target FY 21-22 | Target FY 22-23 |
|-----------------------------|---|---|-----------------|-----------------|-----------------|
| SUBDIVISIONS | | Allow the city to grow by increasing the number of dwelling units. | | | |
| No. of Subdivisions |  | 7 | 10 | 12 | 18 |
| % reviewed within 14 days |  | 70% | 80% | 85% | 90% |
| BUILDING PERMITS | | Allow us to verify that the building(s) is/are meeting zoning ordinances. | | | |
| No. of building permits |  | 146 | 187 | 225 | 280 |
| % reviewed within 10 days |  | 65% | 72% | 80% | 85% |
| BUILDING INSPECTIONS | | Allow the visual verification in compliance with building codes. | | | |
| No. of inspections |  | 3251 | 4242 | 4500 | 5000 |
| % of people in attendance |  | 80% | 82% | 88% | 90% |
| STORM WATER | | MS4 – allows us to educate the public about waste water and the importance of keeping it clean. | | | |
| No. of MS4 events |  | 2 | 3 | 6 | 8 |
| % of people educated |  | 65% | 70% | 80% | 90% |

| | Actual FY 19-20 | Actual FY 20-21 | Projection 21-22 | Projection 22-23 |
|---------------------------|-----------------|-----------------|------------------|------------------|
| TOTAL CONSTRUCTION | | | | |
| Commercial Valuation | | \$861,000 | \$900,000 | \$1,000,000 |
| Dwelling Units | 987 | 967 | 990 | 990 |

Work Load Measures



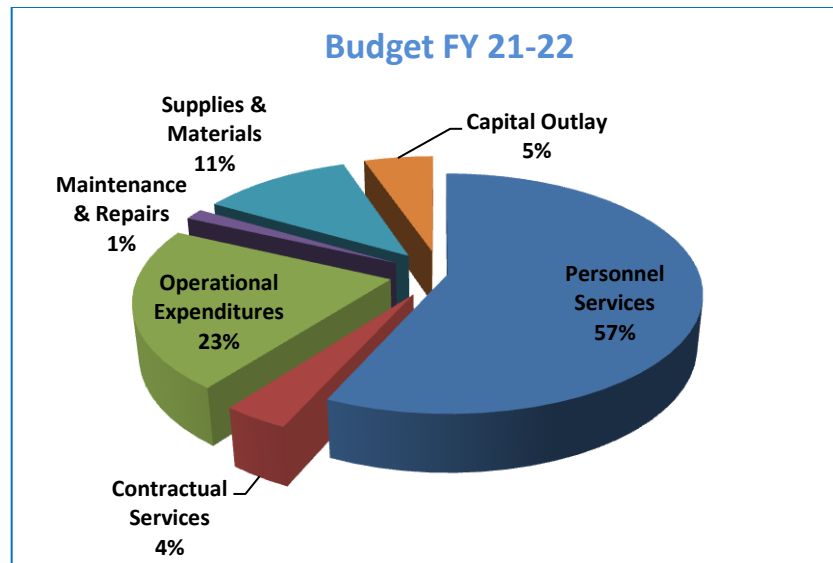
| | | <u>2018-2019</u> | <u>2019-2020</u> | <u>2020-2021</u> | <u>2021-2022</u> | <u>2022-2023</u> |
|-------------------------|------------------|------------------|------------------|------------------|------------------|------------------|
| Code Enforcement | Weedy Lots | 1032 | 1012 | 567 | 500 | 450 |
| | Illegal Dumpings | 315 | 315 | 123 | 100 | 90 |
| | Junked Vehicles | 39 | 72 | 76 | 100 | 120 |
| Animal Control | Animal at Large | 637 | 473 | 531 | 550 | 600 |
| | Dead Animal | 170 | 268 | 272 | 300 | 350 |

Summary of Appropriations by Fund

| Fund | FY 2019 | FY 2020 | FY 2021 | FY 2022 |
|--------------------------------------|------------------|------------------|------------------|------------------|
| General Fund | \$211,511 | \$237,686 | \$294,201 | \$315,463 |
| Sewer Fund | \$33,429 | \$36,952 | \$50,466 | \$47,200 |
| Solid Waste Fund | \$51,662 | \$44,984 | \$35,471 | \$36,840 |
| Development Corporation 4A | \$3,647 | \$3,739 | \$3,539 | \$4,915 |
| Community Development Corporation 4B | \$3,647 | \$3,739 | \$3,539 | \$4,915 |
| Total Department | \$303,896 | \$327,100 | \$387,216 | \$409,333 |

Summary of Expenditures by Category

| Expenditure Category | Actual FY 18-19 | Actual FY 19-20 | Amended Budget FY 20-21 | Estimated Yr End FY 20-21 | Budget FY 21-22 | Change Amount |
|--------------------------|--------------------|--------------------|-------------------------------|---------------------------------|--------------------|------------------|
| Personnel Services | \$ 148,538 | \$ 202,693 | \$ 209,868 | \$ 230,524 | \$ 232,300 | \$ 22,432 |
| Contractual Services | \$ 6,113 | \$ 7,241 | \$ 12,658 | \$ 4,793 | \$ 14,571 | \$ 1,913 |
| Operational Expenditures | \$ 75,491 | \$ 54,742 | \$ 95,890 | \$ 64,041 | \$ 88,362 | \$ (7,528) |
| Maintenance & Repairs | \$ 293 | \$ 950 | \$ 1,200 | \$ 963 | \$ 6,100 | \$ 4,900 |
| Supplies & Materials | \$ 50,377 | \$ 35,171 | \$ 50,000 | \$ 43,660 | \$ 46,500 | \$ (3,500) |
| Capital Outlay | \$ 23,084 | \$ 26,303 | \$ 17,600 | \$ 37,590 | \$ 21,500 | \$ 3,900 |
| Totals | \$ 303,896 | \$ 327,100 | \$ 387,216 | \$ 381,572 | \$ 409,333 | \$ 22,117 |



Police Department

Mission Statement

The mission of the Alton Police Department is to effectively and efficiently provide for the protection of lives and property, preserve the public peace, and provide needed community services with the highest level of professionalism and ethical standards.

Department Overview

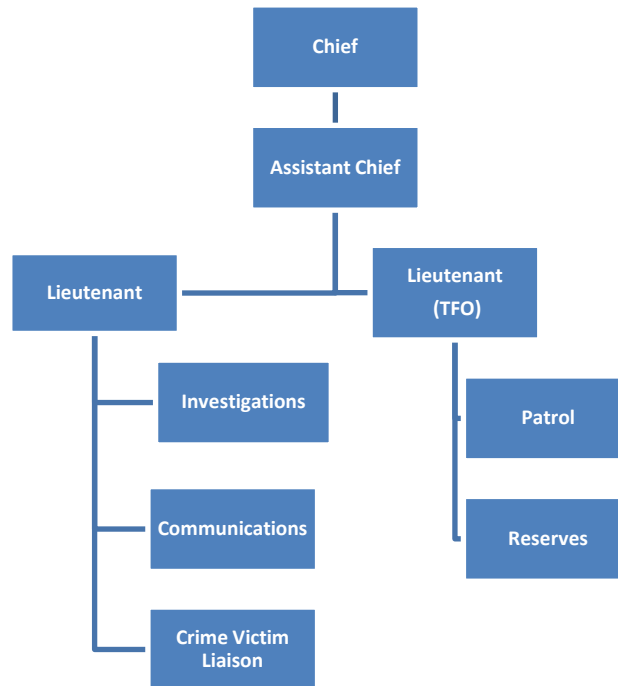
The Alton Police Department was established in 1978 and is currently comprised of twenty-one Sworn Personnel and seven Civilian Staff Members.

The Department is comprised of the following Divisions:

- **Administration**
- **Patrol**
- **Criminal Investigations**
- **Communications**



Organizational Chart



Position Summary

| Position Title | FY 2020 | FY 2021 | FY 2022 |
|--------------------------|-----------|-----------|-------------|
| Police Chief | 1 | 1 | 0.5 |
| Assistant Chief | 1 | 1 | 1 |
| Lieutenant | 1 | 2 | 2 |
| Investigator | 3 | 3 | 3 |
| Patrol Sergeant | 3 | 4 | 4 |
| Patrolman | 9 | 8 | 9 |
| Resource Officer | 2 | 2 | 2 |
| Crime Victim Liaison | | | 1 |
| Communication Supervisor | 1 | 2 | 2 |
| Dispatcher | 5 | 4 | 4 |
| Total Full Time | 26 | 27 | 28.5 |
| Total Part-Time | 0 | 0 | 0 |
| Total Department | 26 | 27 | 28.5 |



Divisions

ADMINISTRATION

The Alton Police Department's administrative team is comprised of the Chief of Police, Assistant Chief, and two Lieutenants.

The Chief of Police is responsible for the overall functions of the police department and provides vision and direction. The Chief of Police is responsible for the fiscal management of the Police Department and the overall public safety of the community.

Collectively the administrative team works to establish and accomplish organizational goals.

PATROL

The Patrol Division serves under the direction of the Patrol Lieutenant and is comprised of four sergeants and eight patrolman. This unit is responsible for answering multiple calls for service a day and ensuring the overall safety of our community.

The Patrol Division includes the bike patrol unit which is utilized for special events and during the summer months, two school resource officers, and the reserve officer program.

CRIMINAL INVESTIGATIONS

The Criminal Investigations Division serves under the direction of the Investigations Lieutenant and is comprised of three investigators. The Investigations team is responsible for handling all persons, property, and narcotics investigations. The division is also responsible for forensics and evidence management.

COMMUNICATIONS DIVISION

The Communications Division serves under the direction of the Criminal Investigations Lieutenant. They are responsible for handling routine and emergency calls for service. This division handles Police/Fire dispatch, records management, and all wanted and missing persons entries into the Texas and National Crime Databases.

Goals

ADMINISTRATION

- Leverage grant opportunities to help increase agency capabilities.
- Leverage technology to serve as a force multiplier for the safety and security of the community.
- Maintain Recognized status through the TPCA Best Practices Program.

PATROL

- Increase community outreach activities.
- Maintain acceptable response time levels for Priority I Calls for Service.
- Maintain traffic enforcement activities to reduce criminal activity and motor vehicle crashes.

CRIMINAL INVESTIGATIONS

- Maintain 70% clearance rate on overall crime
- Maintain a 100% on all evidentiary audits

COMMUNICATIONS

- Maintain professionalism and tact while servicing the community.

Accomplishments FY 2020-2021

- Achieved Recognized Status through the Texas Police Chief's Association Best Practices Recognition Program.
- Earned "FBI LEEDA AGENCY TRILOGY AWARD"
- Received \$110,650 in Federal and State grant funds.
- Decreased average response time for Priority I Calls for service.
- Increased training opportunities for employees.
- Implemented a mental health and wellness program.
- Implemented a "Vacation Watch" program for the community.
- Implemented a "Take me Home" program for individuals with cognitive disabilities.
- Implemented a "Citizen Camera Program" which aids in expediting criminal investigations.
- Ensured continuity of existing programs: Explorers, Crime Stoppers, and National Night Out.

















Challenges

- Residential growth
- Manpower
- Recruitment
- Pandemic
- Supply Chain Issues
- Community Involvement in Available Programs

Performance Indicators

| STRATEGIC GOAL | | STRATEGIC INITIATIVE |
|---|----------------------|--|
|  | Efficient Government | <ul style="list-style-type: none"> ✓ 1.2 Improve communications with City Administration for external and internal customers ✓ 1.7 Increase transparency for Alton City Government |
|  | Health & Safety | <ul style="list-style-type: none"> ✓ 4.0 Continue to provide and maintain a healthy and safe environment in which to live, work and visit |

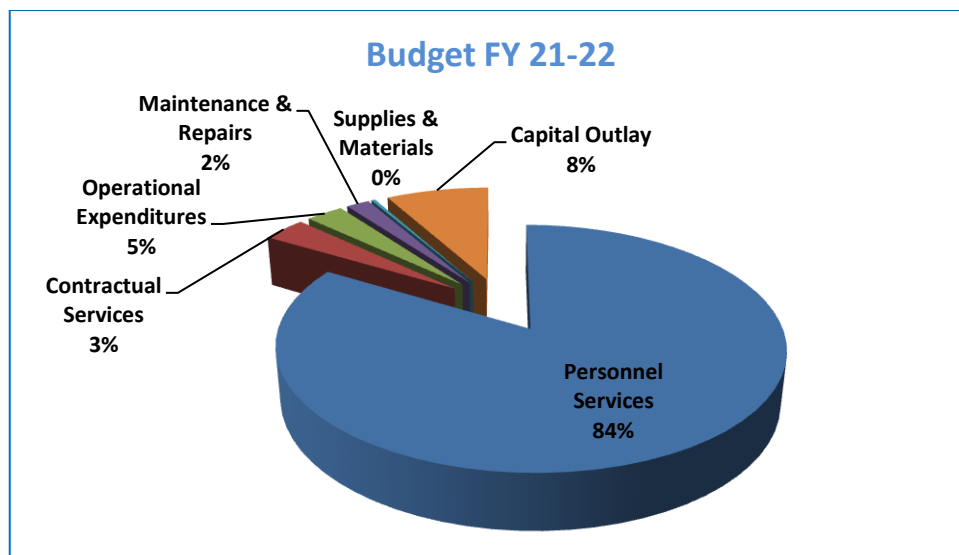
| Measure | Strategic Goal | Actual FY 19-20 | Actual FY 20-21 | Target FY 21-22 | Target FY 22-23 |
|--|---|-----------------|-----------------|-----------------|-----------------|
| Training Hours |  | 1,400 | 4,540 | 4,500 | 4,500 |
| Grant Funds |  | 85,000 | 110,650 | 858,602 | 279,900 |
| Grants Written |  | 3 | 5 | 5 | 5 |
| TPCA Best Practices Annual Audit |  | N/A | Passed | Pass | Pass |
| Calls For Service |  | 9778 | 9570 | 10,000 | 10,200 |
| Average Response Time Priority I Calls |  | 4:57 | 4:45 | 3:50 | 3:50 |
| Citizen Complaints |  | 2 | 3 | 5 | 5 |
| Clearance Rate CID |  | 77% | 68% | 70% | 70% |
| Evidence Audit |  | 100% | 100% | 100% | 100% |
| Traffic Enforcement |  | 7,979 | 8,507 | 8,750 | 8,750 |
| Traffic Accidents |  | 308 | 386 | 370 | 350 |
| Crime Stoppers Cases |  | 1 | 2 | 3 | 3 |
| Explorers |  | 15 | 15 | 15 | 15 |
| Community Outreach Activities |  | 245 | 205 | 225 | 250 |

Summary of Appropriations by Fund

| Fund | FY 2019 | FY 2020 | FY 2021 | FY 2022 |
|-------------------------|--------------------|--------------------|--------------------|--------------------|
| General Fund | \$1,695,397 | \$1,994,909 | \$1,932,403 | \$2,036,288 |
| Sewer Fund | | | | \$18,900 |
| Solid Waste Fund | | | | \$18,900 |
| Total Department | \$1,695,397 | \$1,994,909 | \$1,932,403 | \$2,074,088 |

Summary of Expenditures by Category

| Expenditure Category | Actual FY 18-19 | Actual FY 19-20 | Budget FY 20-21 | Estimated Yr End FY 20-21 | Budget FY 21-22 | Change Amount |
|--------------------------|---------------------|---------------------|---------------------|---------------------------------|---------------------|-------------------|
| Personnel Services | \$ 1,444,997 | \$ 1,499,442 | \$ 1,619,959 | \$ 1,616,127 | \$ 1,732,769 | \$ 112,810 |
| Contractual Services | \$ 49,874 | \$ 89,081 | \$ 82,121 | \$ 86,860 | \$ 70,501 | \$ (11,620) |
| Operational Expenditures | \$ 54,926 | \$ 45,116 | \$ 45,320 | \$ 46,397 | \$ 60,508 | \$ 15,188 |
| Maintenance & Repairs | \$ 31,159 | \$ 34,925 | \$ 21,600 | \$ 56,674 | \$ 37,500 | \$ 15,900 |
| Supplies & Materials | \$ 5,233 | \$ 9,971 | \$ 8,000 | \$ 5,155 | \$ 6,500 | \$ (1,500) |
| Capital Outlay | \$ 109,208 | \$ 266,374 | \$ 155,403 | \$ 209,251 | \$ 166,310 | \$ 10,907 |
| Totals | \$ 1,695,397 | \$ 1,944,909 | \$ 1,932,403 | \$ 2,020,463 | \$ 2,074,088 | \$ 141,685 |



Fire Department

Mission Statement

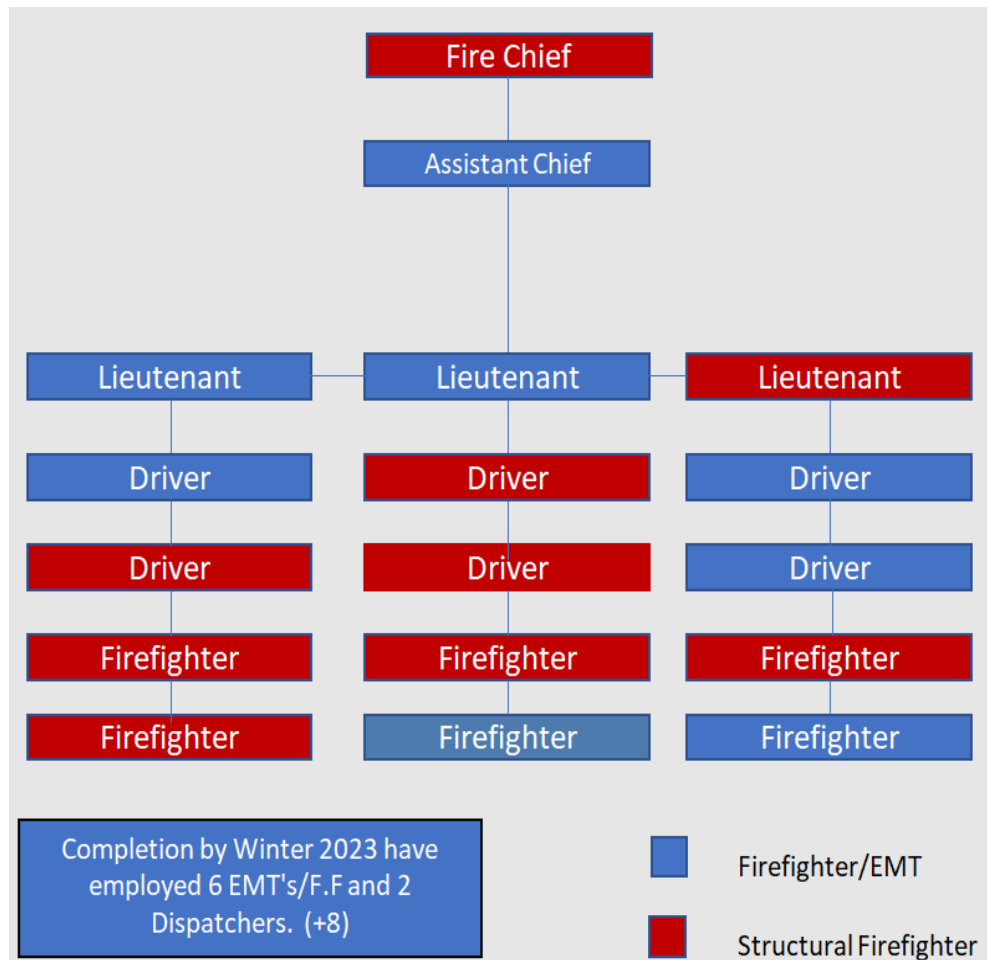
It is our priority to better serve our community for the purpose of preservation of life and property through an active fire prevention program in which public education is the key to a safer City of Alton.

Department Overview

The Alton Fire Department was established in 1978. For 30 years it was an all-volunteer organization. Starting in 2008 it began hiring full time firefighters. Today, Alton Fire Department is still a volunteer organization with 5 volunteer members and has 17 Sworn Personnel consisting of a Fire Chief, Assistant Chief, FRO Administrator, 3 Lieutenants, 6 Drivers and 6 Firefighters.



Organizational Chart



Position Summary

| Position Title | FY 2020 | FY 2021 | FY 2022 |
|-------------------------|-----------|-----------|-----------|
| Fire Chief | 1 | 1 | 1 |
| Assistant Chief | 1 | 1 | 1 |
| Lieutenant | 3 | 3 | 3 |
| Engineer | 6 | 6 | 6 |
| Firefighter | 6 | 6 | 6 |
| Training Coord | 1 | | |
| Total Full Time | 18 | 17 | 17 |
| Total Part-Time | 0 | 0 | 0 |
| Total Department | 18 | 17 | 17 |

Certification Type

| | FY 2020 | FY 2021 | FY 2022 | FY 2023 |
|------------------------|---------|---------|---------|---------|
| EMT-Basic | 5 | 7 | 12 | 15 |
| Wildland S-130 & S-190 | 1 | 6 | 11 | 15 |
| Inspectors | 2 | 3 | 4 | 6 |
| Investigators | 2 | 2 | 4 | 6 |
| Swift Water Rescue | 0 | 1 | 5 | 10 |
| Driver Operators | 1 | 2 | 6 | 9 |

Goals

- Maintaining Staff
- Improving ISO rating
- Installing hydrants on principle arterial line on the east and west side of City of Alton
- Increase Average response times
- Improve the effectiveness of resources utilized to extinguish brush fires

Challenges

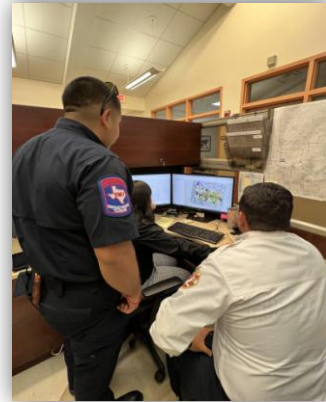
- Staff Retention
- Population Growth
- Increase in call volume
- Pandemic
- Ongoing research and studies indication a need for a city owned ambulance service





Accomplishments FY 2020-2021

Enhance Alton's Fire Protection Resources

- Partnership with Sharyland Water Supply Corporation (SWSC) with fulfilling the installment of hydrants on principle arterial lines on the east and west side for the City of Alton through the Water Line Access Agreement.
- With the City on the Grow and a proposed 15 new subdivisions potentially in the development, Alton Fire Department has begun to use its resources by implementing yearly hydrant testing and highway blue marker indicators and the launch of the new GIS App for identifying hydrant locations within the city limits.



| NEW BONNET COLORS WITH NFPA CODING - POTABLE WATER | | | |
|---|---|---|---|
|  |  |  |  |
| Light Blue | Green | Orange | Red |
| Class AA 1500 GPM or More | Class A 1000-1499 GPM | Class B 500-999 GPM | Class C 499 GPM or Less |

Increase Level of Service for Medical Emergencies

Summer of 2021

- Alton fire department having an F.R.O program in place utilized the Medical Rescue unit to absorb some call volume in assisting contracted private companies within the city limits.
- Over a 4 year period Alton fire department has seen an increase in volume of medical calls.
- Research and Studies have been ongoing with the possibility of providing a city/owned ambulance service; which would entitle hiring 8 personnel, 6 EMT/Firefighters and 2 EMD Dispatchers.

Accomplishments FY 2020-2021

Improve the effectiveness of resources utilized to extinguish brush fires

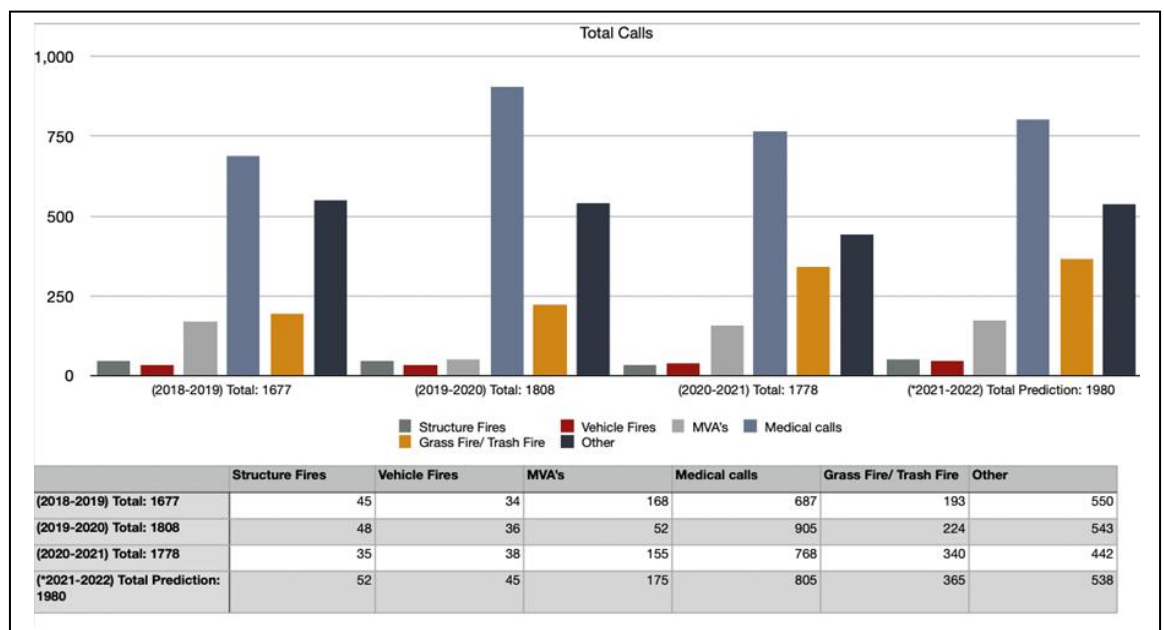
- Proper equipment and training provided to ensure safety and extinguishment of brush fires.
- Effectively use of a front end loader on the ground of a brush fire.



Improvements Made








- Proper Training for types of Incidents we are responding to.
- Upgrading Certifications for all fire personnel.
- Providing the latest P.P.E to be used on the fire ground.
- Staying up to date with current technology related to the fire service.

Alton Fire Department has seen an increase of volume of overall incidents in the past 4 years; which includes our fire district for Hidalgo County Precinct 3.



Performance Indicators

| STRATEGIC GOAL | | STRATEGIC INITIATIVE |
|---|----------------------|---|
|  | Efficient Government | <ul style="list-style-type: none"> ✓ 1.2 Improve communications with City Administration for external and internal customers ✓ 1.7 Increase transparency for Alton City Government |
|  | Health & Safety | <ul style="list-style-type: none"> ✓ 4.2 Enhance Alton's fire protection resources ✓ 4.4 Increase the level of service for medical emergencies ✓ 4.5 Improve the effectiveness of resources utilized to extinguish brush fires |

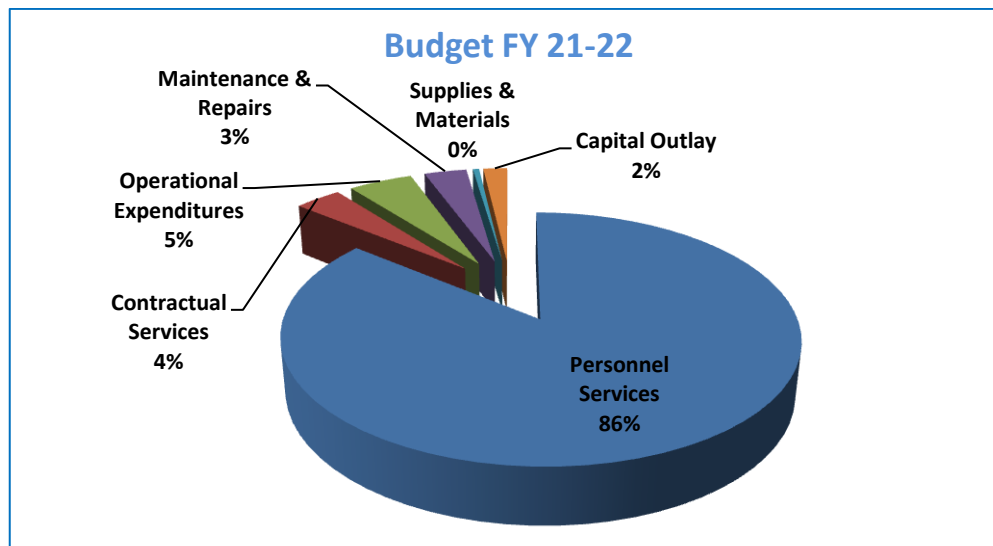
| Measure | Strategic Goal | Actual FY 19-20 | Actual FY 20-21 | Target FY 21-22 | Target FY 22-23 |
|---------------------------------------|---|-----------------|-----------------|-----------------|-----------------|
| Average Response Time |  | 5 min | 6 min | 5 min | 4.5 min |
| Burn Permits Residential & Commercial |  | 15 | 19 | 28 | 32 |
| % Permits issued within 24 hrs. |  | 67% | 75% | 85% | 90% |
| Inspections & Plan Reviews |  | 329 | 329 | 406 | 475 |
| Inspectors |  | 2 | 3 | 4 | 6 |
| % of Inspections done within 3 days |  | | 85% | 90% | 95% |
| % of Plan reviews within 24 hrs. |  | | 73% | 78% | 83% |

Summary of Appropriations by Fund

| Fund | FY 2019 | FY 2020 | FY 2021 | FY 2022 |
|-------------------------|--------------------|--------------------|--------------------|--------------------|
| General Fund | \$1,037,847 | \$1,232,173 | \$1,197,588 | \$1,235,647 |
| Total Department | \$1,037,847 | \$1,232,173 | \$1,197,588 | \$1,235,647 |

Summary of Expenditures by Category

| Expenditure Category | Actual FY 18-19 | Actual FY 19-20 | Budget FY 20-21 | Estimated Yr End FY 20-21 | Budget FY 21-22 | Change Amount |
|--------------------------|---------------------|---------------------|---------------------|---------------------------------|---------------------|------------------|
| Personnel Services | \$ 911,010 | \$ 1,033,167 | \$ 1,052,138 | \$ 1,192,849 | \$ 1,061,585 | \$ 9,447 |
| Contractual Services | \$ 18,984 | \$ 30,229 | \$ 29,488 | \$ 45,643 | \$ 44,200 | \$ 14,713 |
| Operational Expenditures | \$ 35,614 | \$ 42,355 | \$ 51,090 | \$ 58,284 | \$ 60,772 | \$ 9,682 |
| Maintenance & Repairs | \$ 28,066 | \$ 54,556 | \$ 27,000 | \$ 42,589 | \$ 40,290 | \$ 13,290 |
| Supplies & Materials | \$ 6,532 | \$ 6,774 | \$ 8,100 | \$ 8,907 | \$ 6,000 | \$ (2,100) |
| Capital Outlay | \$ 37,640 | \$ 65,092 | \$ 29,773 | \$ 360,845 | \$ 22,800 | \$ (6,973) |
| Totals | \$ 1,037,847 | \$ 1,232,173 | \$ 1,197,588 | \$ 1,709,117 | \$ 1,235,647 | \$ 38,059 |



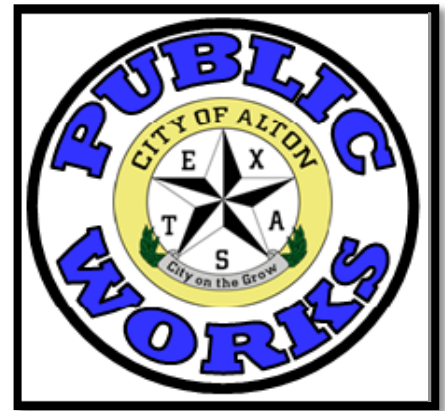
Public Works Department

Mission Statement

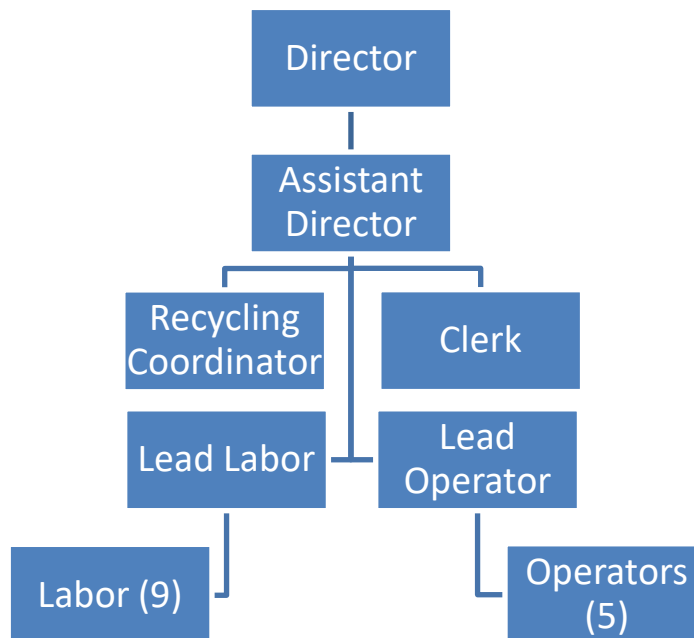
The Alton Public Works Department is responsible for enhancing the quality of life for all in the city, through various municipal tasks and projects that encompass several divisions within the department, including infrastructure management.

Department Overview

Alton Public Works provides essential services to the community. Alton Public Works provides Sanitation services (Solid Waste and Sewer), Recycling services, Infrastructure Maintenance, Fleet and Facility maintenance. Respond to any emergency event to mitigate the issue.



Organizational Chart



Position Summary

| Position Title | FY 2020 | FY 2021 | FY 2022 |
|-------------------------|-----------|-----------|-----------|
| Public Works Director | 1 | 1 | 1 |
| Assistant PW Director | 1 | 1 | 1 |
| Clerk | 1 | 1 | 1 |
| Recycling Coordinator | 1 | 1 | 1 |
| Lead Labor | 1 | 1 | 1 |
| Laborer | 7 | 6 | 9 |
| Lead Operator | | 1 | 1 |
| Operator | 5 | 5 | 5 |
| Total Full Time | 17 | 17 | 20 |
| Total Part-Time | 0 | 0 | 0 |
| Total Department | 17 | 17 | 20 |

Divisions

SOLID WASTE

The Solid Waste Division provides solid waste service to its residents. Each resident with a solid waste account receives garbage service at least once a week and once a month of brush and bulky item service.

RECYCLING

The Recycling Division educates the community by promoting recycling to schools, businesses, events, and the Keep Alton Beautiful organization. The Recycling Division collects cardboard, paper, and metal.

STREET MAINTENANCE

The Street Maintenance Division provides routine and extensive maintenance to all thoroughfares, public neighborhoods, alleys, and right-of-ways. The Division is responsible for all street signage.

SEWER MAINTENANCE

The Sewer Maintenance Division provides maintenance to the sanitary sewer and storm drain sewer systems.

FLEET & BUILDING MAINTENANCE

In the referenced divisions, routine maintenance is performed to keep the vehicle or the building fully operational. This includes all municipality-owned vehicles, buildings, and properties.

EMERGENCY MANAGEMENT

Respond to any major emergency event to mitigate the issue.

Goals

To provide quality services and proper maintenance in a timely manner for all of the division in Public Works. As well as improve services provided, to be a more effective and efficiently improve the health, wellbeing and safety of our community with the services Alton Public Works provides.

Solid Waste – Provide Efficient and effective weekly solid waste collection.

Recycling – Provide and maintain services to 100% of the registered business.

- ❖ Increase community involvement activities.
- ❖ Educate local schools, business and residents.

Street Maintenance

- ❖ Maintain right-of-ways, roadways and alley ways.
- ❖ Maintain directional and regulatory street signs

Sewer Maintenance

- ❖ Provide a response time of 1 hour or less in sewer backups.
- ❖ Update maintenance hole material on a annual basis or as needed.
- ❖ Maintain and clean storm drains on an annual basis.

Fleet & Building Maintenance

- ❖ Have all vehicles operational with routine maintenance.
- ❖ Have all buildings operational with vendors performing routine maintenance to ensure all air conditioning units are fully functional.

Emergency Management

- ❖ Respond immediately to mitigate the emergency event (Flooding)

Accomplishments FY 2020-2021

- Maintaining data on work orders performed in the department to measure demand and be more efficient government service.
- Exceeded revenue budgets for Recycling, Roll-offs and Solid waste services for FY 20-21
- PW Solid Waste division purchased two new solid-waste units
- Updated PW fleet with newer units donated by Hidalgo County.
- Purged and cleared availability for Red Cross emergency equipment in a City building.
- Implemented Safety meetings (Mondays, Wednesdays and Fridays).
- Effectively removed water in flooded areas utilizing trash pumps or vacuum trucks.



Objectives

- Fix, Maintain, Pick up and or Deliver care for the City of Alton in regards to Solid Waste, Recycling, Streets, Sewer, MS4, Fleet, and Facilities.
- Set up and prepare for City wide events.
- First respond to any environmental emergency I.E Flooding in neighborhoods.
- Preventative maintenance on storm water systems (MS4).
- Reduce Sanitary Sewer storm water infiltration annually.




Keep up with the Resident's demand in all aspects of maintenance to be more efficient for the health and safety of the residents.









Challenges

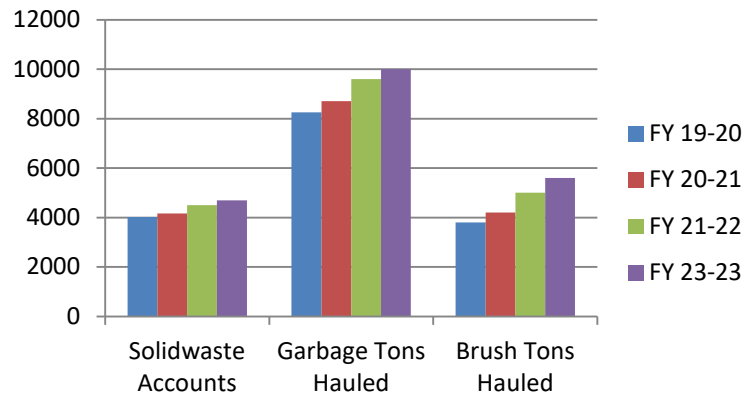
- In operation break down of equipment or vehicles that delay the task at hand.
- Resolving issues without the proper equipment that extends the operation time.
- Flooding causes a pause or a delay on the normal operations in Public Works as all efforts are to mitigate flooded areas.
- Sewer issues that require the department to dig on the right of way tends to delay daily operations as a majority of the department is mitigating the sewer issue.
- Educating people on policies, rules and regulations on solid waste/recycling bins.



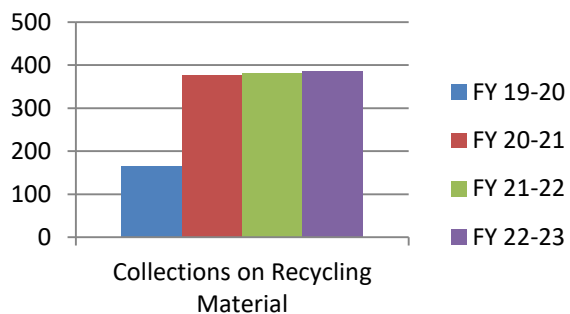
Performance Indicators






| STRATEGIC GOAL | | STRATEGIC INITIATIVE |
|---|---------------------------|--|
|  | Efficient Government | <ul style="list-style-type: none"> ✓ 1.2 Improve communications with City Administration for external and internal customers ✓ 1.7 Increase transparency for Alton City Government |
|  | Livability/Sustainability | <ul style="list-style-type: none"> ✓ 5.0 Improve the quality of life in Alton for its constituents in a manner that will be sustainable |
|  | Health & Safety | <ul style="list-style-type: none"> ✓ 4.0 Continue to provide and maintain a healthy and safe environment in which to live, work and visit |

| SOLID WASTE SERVICE DIVISION | Strategic Goal | Actual FY 19-20 | Actual FY 20-21 | Target FY 21-22 | Target FY 22-23 |
|---|---|-----------------|-----------------|-----------------|-----------------|
| # of Garbage Accounts |  | 4,015 | 4,168 | 4,500 | 4,700 |
| # of Tons Garbage Hauled |  | 8,252 | 8,711 | 9,604 | 10,004 |
| # of Brush/Junk Hauled |  | 3,800 | 4,206 | 5,000 | 5,600 |
| # of Roll-Offs Service Calls |  | 189 | 376 | 385 | 400 |
| # of Resident bulk waste Drop-Offs |  | 19 | 81 | 90 | 95 |
| % of Complaints Responded to within 24 hrs |  | 100% | 100% | 100% | 100% |
| % of Solid Waste Routes Completed on Schedule |  | 75% | 83% | 92% | 95% |
| % of Safety Checks on Solid Waste Vehicles |  | 50% | 98% | 100% | 100% |







| RECYCLING SERVICE DIVISION | Strategic Goal | Actual FY 19-20 | Actual FY 20-21 | Target FY 21-22 | Target FY 22-23 |
|--|----------------|-----------------|-----------------|-----------------|-----------------|
| Collections (Tons) | | 166 | 377 | 380 | 385 |
| # of Public Presentations | | 10 | 0 | 5 | 8 |
| # of Educational Items Distributed | | 1,010 | 388 | 250 | 400 |
| Event Attendance | | 425 | 3 | 90 | 150 |
| Recycling Rate | | 11% | 39% | 44% | 50% |
| # of Business/Schools Involve in Recycling | | 36 | 33 | 37 | 40 |






| STREET MAINTENANCE DIVISION | Strategic Goal | Actual FY 19-20 | Actual FY 20-21 | Target FY 21-22 | Target FY 22-23 |
|--|---|-----------------|-----------------|-----------------|-----------------|
| # of Alleys Cleaned |  | 34 | 67 | 75 | 75 |
| # of Potholes Repaired |  | 99 | 637 | 500 | 500 |
| # of Signage Repaired/Replaced |  | 103 | 173 | 125 | 125 |
| % of Right of Way Lane (ROW) & Alley Mowing Performed According to Schedule. |  | 92% | 96% | 100% | 100% |
| % of Pothole Complaints Responded to within 7 days |  | 40% | 55% | 65% | 70% |



| SANITATION SEWER SERVICE DIVISION | Strategic Goal | Actual FY 19-20 | Actual FY 20-21 | Target FY 21-22 | Target FY 22-23 |
|---|---|-----------------|-----------------|-----------------|-----------------|
| # of Sewer Repairs |  | 62 | 99 | 70 | 75 |
| # of Sewer Gallons |  | 617,341,479 | 446,002,125 | 500,000,000 | 555,000,000 |
| % of Storm-water inlets cleaned |  | 70% | 83% | 94% | 100% |
| % of Sewer back-ups response time within the hour |  | 30% | 65% | 75% | 80% |



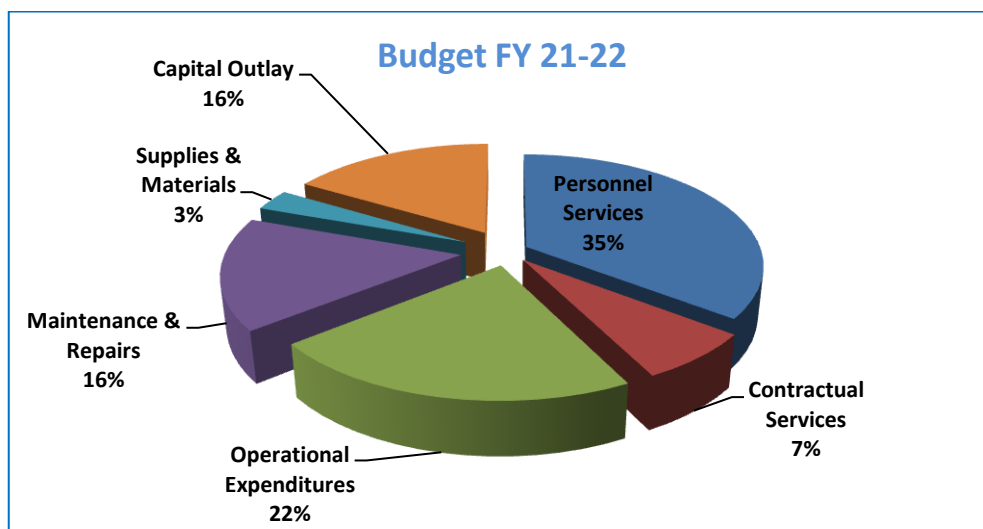
| FLEET & BUILDING DIVISON | Strategic Goal | Actual FY 19-20 | Actual FY 20-21 | Target FY 21-22 | Target FY 22-23 |
|--|---|-----------------|-----------------|-----------------|-----------------|
| # of Work Orders Completed |  | 3,419 | 2,495 | 3,300 | 3,400 |
| % of Work Orders Completed |  | 90% | 92% | 96% | 100% |
| % of Scheduled Preventative Vehicles Maintenance Completed |  | 50% | 65% | 75% | 95% |

Summary of Appropriations by Fund

| Fund | FY 2019 | FY 2020 | FY 2021 | FY 2022 |
|-------------------------|--------------------|--------------------|--------------------|--------------------|
| General Fund | \$570,496 | \$554,727 | \$635,216 | \$712,297 |
| Sewer Fund | \$154,332 | \$172,859 | \$196,917 | \$220,812 |
| Solid Waste Fund | \$355,333 | \$304,792 | \$349,368 | \$391,764 |
| Total Department | \$1,080,161 | \$1,032,378 | \$1,181,501 | \$1,324,873 |

Summary of Expenditures by Category

| Expenditure Category | Actual FY 18-19 | Actual FY 19-20 | Budget FY 20-21 | Estimated Yr End FY 20-21 | Budget FY 21-22 | Change Amount |
|--------------------------|--------------------|--------------------|--------------------|---------------------------------|--------------------|------------------|
| Personnel Services | \$ 197,369 | \$ 218,298 | \$ 242,182 | \$ 219,300 | \$ 251,991 | \$ 9,809 |
| Contractual Services | \$ 35,010 | \$ 38,379 | \$ 38,227 | \$ 51,297 | \$ 50,430 | \$ 12,203 |
| Operational Expenditures | \$ 145,229 | \$ 139,973 | \$ 142,417 | \$ 159,998 | \$ 155,328 | \$ 12,911 |
| Maintenance & Repairs | \$ 76,481 | \$ 74,497 | \$ 75,000 | \$ 149,313 | \$ 115,348 | \$ 40,348 |
| Supplies & Materials | \$ 56,896 | \$ 21,308 | \$ 23,592 | \$ 20,971 | \$ 22,000 | \$ (1,592) |
| Capital Outlay | \$ 59,511 | \$ 62,272 | \$ 113,798 | \$ 57,819 | \$ 117,200 | \$ 3,402 |
| Totals | \$ 570,496 | \$ 554,727 | \$ 635,216 | \$ 658,698 | \$ 712,297 | \$ 77,081 |



Community Service Department

Mission Statement

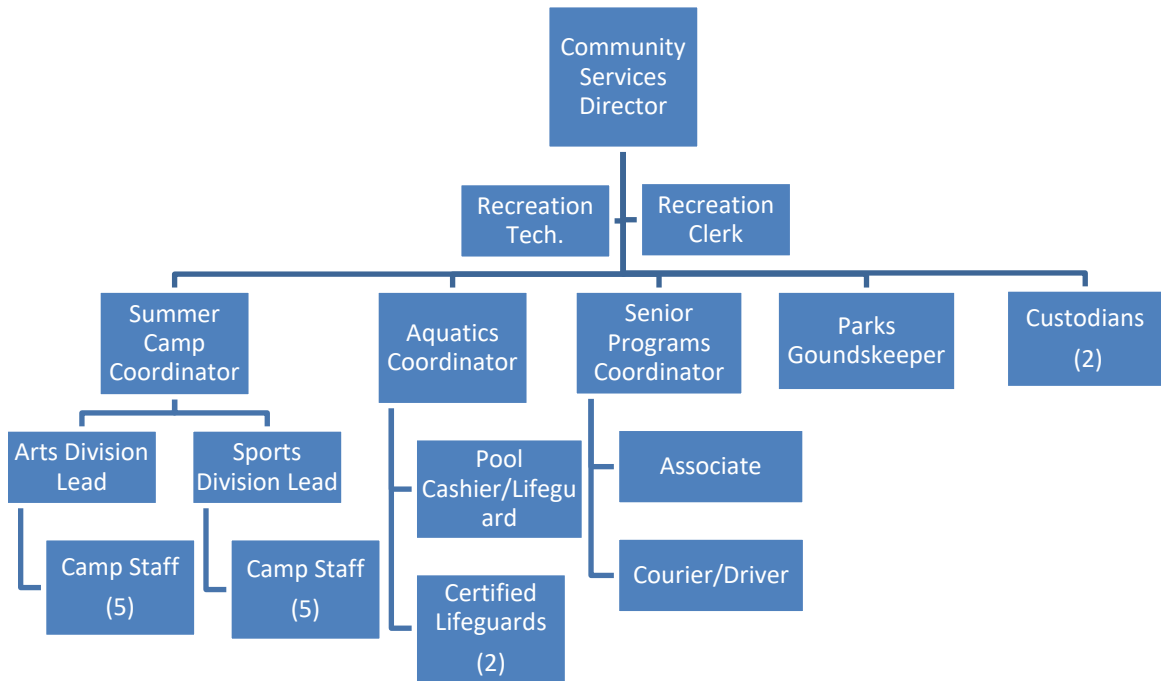
The mission of the Alton Community Service Department is to provide recreational, fitness, special events and wholesome community programs that are beneficial to and enhance the quality of life of the residents and visitors of Alton.

Department Overview

Responsibilities of the **Community Services Department** are to coordinate and supervise youth camp programs, parks maintenance, swimming pool services, special events, community programs with the Greater Alton Chamber of Commerce and the new Senior Citizen Programs. This includes planning, staff training, scheduling events and programs, facility and park rentals and overseeing the recreational activities of the Alton Recreation Center.



Organizational Chart



Position Summary

| Position Title | FY 2020 | FY 2021 | FY 2022 |
|------------------------------------|-----------|-----------|-----------|
| Community Services Director | 1 | 1 | 1 |
| Recreation Clerk | 1 | 1 | 1 |
| Recreational Tech (PT) | 1 | 1 | 1 |
| Custodian | 2 | 2 | 3 |
| Ground Keeper | 1 | 1 | 2 |
| Senior Program Coordinator | 1 | 1 | 1 |
| Associate | 1 | 1 | 1 |
| Courier/ Driver | 1 | 1 | 1 |
| Summer Camp Coordinator (Seasonal) | 1 | 1 | 1 |
| Summer Camp Staff (Seasonal) | 15 | 13 | 13 |
| Aquatics Coordinator (Seasonal) | 1 | 1 | 1 |
| Aquatic Staff (Seasonal) | 3 | 3 | 3 |
| Total Full Time | 27 | 25 | 27 |
| Total Part-Time | 1 | 1 | 1 |
| Total Department | 28 | 26 | 28 |

Divisions

- **Community Services:** The City of Alton Community Services Department provides effective and professional coordination and management of the following division – Recreation; Parks; Senior Programs; Aquatics; Environmental Care and Emergency Management of Shelter/Safe Haven Services.
- **Recreation:** The Division of Recreation is responsible for programming and providing fun and wholesome activities, programs and events for the youth, teens, adults and senior citizens of the community.
- **Parks:** The Parks Division is responsible for providing accessible pavilions, recreational green space, play areas for children and other outdoor facilities along with clean walking trails for leisure walking or running.
- **Senior Programs:** The Alton Senior Program Division is responsible in providing transportation to and from home, deliver prepackaged meals to home bound senior participants, congregate meals to active seniors along with leisure activities and group fitness programs.
- **Aquatics:** The Alton Aquatics Division provides a seasonal refreshing water venue for the community to enjoy during the hot summer months. A fun splash pad for the young and young at heart and a swimming pool are located on the east side of Sylvia Vela Park.
- **Environmental Care:** The Housekeeping/Custodial crew is responsible for the general housekeeping care and floor maintenance of all City of Alton facilities.
- **Emergency Management – Shelter/Safe Haven Services:** The Safe Haven Services are activated by City Administrators and the Emergency Management if the need arises. The Alton Recreation Center will temporarily house residents during and or immediately after an emergency situation.





Goals

- Facilitate and continue to coordinate with community agencies needing to use the Alton Recreation Center. Manage all facility rentals with the latest CDC recommendations to keep all parties informed and in compliance.
- Continue to facilitate the coordination and delivery of all Senior Meals.
- Increase enrollment in Senior Programs
- Support and assist Alton Sports Authority with attaining sponsors and provide a facility for trainings and sports related workshops.
- Provide additional enrichment programs for senior citizens.
- Enroll 100 youth in the Summer Camp 2022.
- Continue with the Yearly Facility Attendance tracking system.
- Re-stripe the Basketball courts in Sylvia Vela Park and Elizondo Park
- Install 4 new BBQ grills in Sylvia Vela Park
- Install the new playgrounds in Elizondo Park

Accomplishments FY 2020-2021

- Successfully moved all Senior Program Operations from the Senior Center to the Alton Recreation Center.
- Successfully provided curb-side meal service to Senior Participants and moved forward to serving congregate meals in March 2021.
- Continue to successfully deliver meals to Home Bound Senior Participants.
- Continue to deliver a Monthly Senior Newsletter to keep all Senior Participants informed and up to date on current events and Covid-19.
- Hosted Summer Camp 2021 following CDC safety guidelines.
- Managed and Serviced the Alton Swimming Pool for summer 2021.
- Unable to host the annual Gala 2021 due to Covid-19
- Able to deliver and present recipients with their Gala Awards in their respective offices.
- Continue to successfully manage the Monthly RGV Food Bank Senior Program in a Drive-thru format.
- Successfully managed Covid-19 Vaccine Clinics at the Alton Recreation Center gym.
- Continue to successfully manage the Fresh Produce Giveaway to serve the community in a Drive-thru format.
- Purchased two youth playgrounds for Elizondo Park.

Challenges

- ❖ Pandemics causing shut downs and school closures
- ❖ Local Economy challenging family budgets
- ❖ Resident Involvement
- ❖ Youth Community Engagement
- ❖ Social Media Trends

Performance Indicators

STRATEGIC GOAL



Culture & Entertainment

STRATEGIC INITIATIVE

- ✓ 2.0 Provide opportunities for residents and visitors to recreate, socialize and enhance their knowledge of the area's history and culture
- ✓ 2.1 Increase social opportunities for area seniors
- ✓ Provide structured recreational opportunities for youth

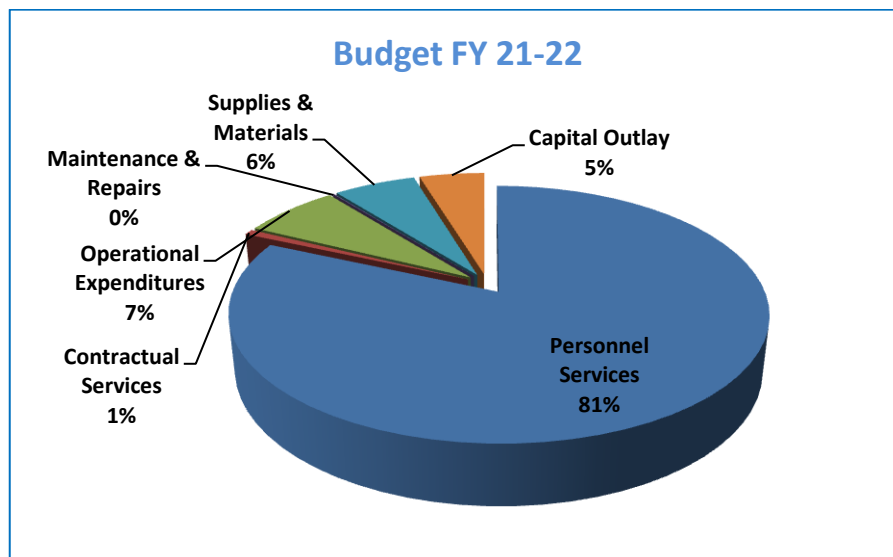
| Measure | Strategic Goal | Actual FY 19-20 | Actual FY 20-21 | Target FY 21-22 | Target FY 22-23 |
|---------------------------------|----------------|-----------------|------------------------------------|-----------------------------------|-------------------|
| Summer Camp Enrollment | | 141 | 0 (Covid-19) | 60 (Covid-19) | 100 (Covid-19) |
| Christmas parade Entries | | 39 | 0 (Covid-19) | 33 (Covid-19) | 40 |
| Back to School Attendees | | 0 | NNO – 12,000 items were handed out | NNO – 1,000 items were handed out | 600 in door event |
| Back Packs Given Away | | 250 | 250 MCISD | 250 NNO | 250 |
| Classroom Programs | | 7 | 3 | 2 | 4 |
| Recreation Center Annual Visits | | 33207 | 25896 (Covid-19) | 28069 | 30100 |
| Senior Programs | | | 51 | 60 | 72 |

Summary of Appropriations by Fund

| Fund | FY 2019 | FY 2020 | FY 2021 | FY 2022 |
|-------------------------|------------------|------------------|------------------|------------------|
| General Fund | \$345,242 | \$387,600 | \$447,657 | \$513,817 |
| Total Department | \$345,242 | \$387,600 | \$447,657 | \$513,817 |

Summary of Expenditures by Category

| Expenditure Category | Actual FY 18-19 | Actual FY 19-20 | Budget FY 20-21 | Estimated Yr FY 20-21 | Budget FY 21-22 | Change Amount |
|--------------------------|--------------------|--------------------|--------------------|--------------------------|--------------------|------------------|
| Personnel Services | \$ 293,522 | \$ 284,629 | \$ 367,312 | \$ 344,928 | \$ 419,269 | \$ 51,957 |
| Contractual Services | \$ 2,112 | \$ 3,170 | \$ 3,950 | \$ 578 | \$ 3,575 | \$ (375) |
| Operational Expenditures | \$ 25,220 | \$ 15,257 | \$ 29,734 | \$ 18,013 | \$ 35,898 | \$ 6,164 |
| Maintenance & Repairs | \$ 432 | \$ 25,464 | \$ - | \$ 1,085 | \$ 350 | \$ 350 |
| Supplies & Materials | \$ 15,188 | \$ 8,752 | \$ 38,256 | \$ 24,227 | \$ 30,550 | \$ (7,706) |
| Capital Outlay | \$ 8,769 | \$ 50,328 | \$ 8,405 | \$ 6,227 | \$ 24,175 | \$ 15,770 |
| Totals | \$ 345,242 | \$ 387,600 | \$ 447,657 | \$ 395,058 | \$ 513,817 | \$ 66,160 |



DEBT SERVICE FUNDS

INTEREST AND SINKING FUND

The Interest and Sinking Fund was established for the purpose of servicing the City's general long-term debt principal, interest and related costs. Revenue sources for the fund include the interest and sinking (I&S) portion of the annual ad valorem tax levy, tax collections penalties and interest, interest earnings, and interfund transfers. Debt service payments are forwarded to the designated paying agent bank as semi-annual principal and interest requirements come due for each debt issue.

| | Actual | Actual | Budget | Budget | Increase (Decrease) |
|---------------------------------------|-------------------|-------------------|-------------------|-------------------|------------------------|
| | FY 18-19 | FY 19-20 | FY 20-21 | FY 21-22 | % |
| TRANSFER IN | 183,960 | 218,993 | 326,220 | 246,365 | -30% |
| PRIOR YEAR P&I | 15,412 | 10,919 | 16,000 | 16,000 | 0% |
| PRIOR YEAR BASE | 38,885 | 26,136 | 39,097 | 39,097 | 0% |
| CURRENT YEAR P&I | 10,096 | 9,545 | 9,000 | 9,000 | 0% |
| CURRENT YEAR BASE | 486,451 | 520,056 | 530,327 | 586,166 | 11% |
| INTEREST EARNED | 6,793 | 1,611 | 1,000 | 1,000 | 0% |
| TOTAL REVENUES | \$ 814,423 | \$ 787,260 | 921,644 | \$ 897,628 | 4% |
| ADMINISTRATIVE FEES | 2,750 | 2,750 | 250 | 250 | 0% |
| INTEREST PAYMT - CO SERIES 2007 | 32,256 | 19,336 | 25,248 | 1,904 | -92% |
| PRINCIPAL PAYMT - CO SERIES 2007 | 143,000 | 149,000 | 156,000 | 163,000 | 5% |
| INTER PAYMT- REFUNDING BOND 2011 | 24,559 | 19,361 | 14,668 | 9,934 | -32% |
| PRINC PAYMT- REFUNDING BOND 2011 | 225,000 | 205,000 | 205,000 | 210,000 | 2% |
| INTEREST PAYMT - CO SERIES 2013 USDA | 18,080 | 17,640 | 13,437 | 13,062 | -3% |
| PRINCIPAL PAYMT - CO SERIES 2013 USDA | 11,000 | 11,000 | 12,000 | 12,000 | 0% |
| INTEREST PAYMT - CO SERIES 2015 | 25,200 | 22,684 | 20,239 | 17,400 | -14% |
| PRINCIPAL PAYMT - CO SERIES 2015 | 70,000 | 75,000 | 80,000 | 80,000 | 0% |
| INTEREST PAYMT - CO SERIES 2016 USDA | 3,839 | 3,770 | 3,990 | 3,920 | -2% |
| PRINCIPAL PAYMT - CO SERIES 2016 USDA | 4,000 | 4,000 | 4,000 | 4,000 | 0% |
| INTEREST PAYMT - CO SERIES 2016-A | 127,562 | 127,563 | 127,562 | 127,562 | 0% |
| INTEREST PAYMT - CO SERIES 2017 | 8,217 | 8,217 | 8,194 | 8,146 | -1% |
| PRINCIPAL PAYMT - CO SERIES 2017 | 15,000 | 15,000 | 15,000 | 15,000 | 0% |
| INTEREST PAYMT - CO SERIES 2019 | 72,820 | 137,976 | 137,976 | 137,976 | 0% |
| INTER PYMT- FD VEHIC KS STATE BK | 11,049 | 8,973 | 6,832 | 4,624 | -32% |
| PRINC PYMT- FD VEHIC KS STATE BK | 66,495 | 68,571 | 70,711 | 72,919 | 3% |
| TOTAL DEBT SERVICE | \$ 860,908 | \$ 860,908 | \$ 899,679 | \$ 901,107 | 0% |

DEBT SERVICE TIRZ FUND

The Debt Service TIRZ Fund is used to record the debt payments made on the City's outstanding certificates of obligation issued for financing capital projects developed in the TIRZ Number One territory established by City Commission in 2009. Revenue sources come from Hidalgo County and City through increases in property values.

| | Actual | Actual | Budget | Budget | Increase (Decrease) |
|---------------------------------------|-------------------|-------------------|-------------------|-------------------|------------------------|
| | FY 18-19 | FY 19-20 | FY 20-21 | FY 21-22 | % |
| HIDALGO COUNTY - TIRZ | 175,947 | 219,372 | 220,000 | 265,000 | 21% |
| CITY OF ALTON - TIRZ | 153,917 | 201,044 | 201,000 | 240,000 | 19% |
| INTEREST EARNED | 571 | 414 | 400 | 400 | 0% |
| TOTAL REVENUES | \$ 330,498 | \$ 420,840 | \$ 421,465 | \$ 505,465 | 1% |
| INTEREST PAYMT - CO SERIES 2012 TIRZ | 21,830 | 16,835 | 11,286 | 5,736 | -49% |
| PRINCIPAL PAYMT - CO SERIES 2012 TIRZ | 135,000 | 150,000 | 150,000 | 155,000 | 3% |
| INTEREST PAYMT - CO SERIES 2014 TIRZ | 53,370 | 49,140 | 44,730 | 40,140 | -10% |
| PRINCIPAL PAYMT - CO SERIES 2014 TIRZ | 115,000 | 120,000 | 125,000 | 130,000 | 4% |
| TOTAL DEBT SERVICE | \$ 325,200 | \$ 335,975 | \$ 331,016 | \$ 330,876 | -2% |

COMBINED DEBT SERVICE SCHEDULE

| Instrument | Date | Maturity | Principal | Interest | Total Debt Service | Yr Interest Rate |
|--|------------|------------|----------------------|---------------------|----------------------|------------------|
| GOVERNMENTAL FUNDS | | | | | | |
| INTEREST & SINKING FUND | | | | | | |
| CO Series 2007 | 01/18/2007 | 09/30/2026 | 2,568,000 | 1,057,887 | 3,625,887 | 2.400% |
| CO Series 2011 | 10/14/2011 | 09/15/2023 | 2,485,000 | 375,255 | 2,860,255 | 2.310% |
| CO Series 2013 USDA | 03/04/2014 | 06/15/2043 | 500,000 | 274,681 | 774,681 | 3.125% |
| CO Series 2015 | 04/21/2015 | 02/15/2027 | 950,000 | 227,801 | 1,177,801 | 3.500% |
| CO Series 2016 USDA | 05/04/2016 | 05/01/2056 | 240,000 | 98,618 | 338,618 | 1.750% |
| CO Series 2016-A | 11/30/2016 | 08/15/2036 | 3,465,000 | 1,714,069 | 5,179,069 | 4.000% |
| CO Series 2017 | 04/01/2017 | 09/30/2047 | 500,000 | 166,870 | 666,870 | 2.200% |
| CO Series 2019 | 01/08/2019 | 08/15/2040 | 3,715,000 | 2,121,039 | 5,836,039 | 3.500% |
| Republic First National Corp | 09/10/2015 | 10/01/2022 | 481,023 | 61,779 | 542,802 | 2.950% |
| TOTAL | | | \$ 14,904,024 | \$ 6,098,001 | \$ 21,002,024 | |
| TIRZ DEBT SERVICE FUND | | | | | | |
| CO Series 2012 TIRZ | 08/21/2012 | 08/15/2022 | 1,250,000 | 276,729 | 1,526,729 | 3.700% |
| CO Series 2014-A TIRZ | 08/01/2014 | 02/15/2029 | 1,955,000 | 579,907 | 2,534,907 | 3.600% |
| TOTAL | | | \$ 3,205,000 | \$ 856,636 | \$4,061,636 | |
| GENERAL FUND | | | | | | |
| Frost Bank Lease #776192652-005 | 12/12/2019 | 12/12/2024 | 62,059 | 5,792 | 67,851 | 3.050% |
| Spirit of Texas Bank (GCC) #9424 | 02/09/2021 | 02/15/2026 | 198,200 | 16,216 | 214,416 | 2.680% |
| TOTAL | | | \$ 260,259 | \$ 22,008 | \$ 228,267 | |
| ECONOMIC DEVELOPMENT CORPORATIONS | | | | | | |
| Southside Bank Loan #256819 | 10/4/2019 | 10/1/2028 | 334,994 | 72,576 | 407,570 | 4.480% |
| Southside Bank Loan #256822 | 10/4/2019 | 10/1/2028 | 334,994 | 72,576 | 407,570 | 4.480% |
| TOTAL | | | \$ 669,989 | \$ 145,152 | \$ 815,141 | |
| TOTAL GOVERNMENTAL FUNDS | | | \$ 19,039,271 | \$ 7,134,798 | \$ 26,174,069 | |

COMBINED DEBT SERVICE SCHEDULE

| Instrument | Date | Maturity | Principal | Interest | Total Debt Service | Yr Int Rate |
|------------------------------------|------------|------------|----------------------|---------------------|----------------------|-------------|
| ENTERPRISE FUNDS | | | | | | |
| ALTON SOLID WASTE FUND | | | | | | |
| Schertz Bank Contract # 7005 | 05/19/2015 | 02/15/2022 | 300,377 | 49,117 | 349,494 | 3.748% |
| Frost Bank Lease #776192652-05 | 12/12/2019 | 12/12/2024 | 289,750 | 27,043 | 316,793 | 3.050% |
| TOTAL | | | \$ 590,127 | \$ 76,160 | \$ 666,287 | |
| SEWER FUND | | | | | | |
| CO Series 2014-B | 08/01/2014 | 02/15/2029 | 315,000 | 92,331 | 407,331 | 3.600% |
| TOTAL | | | \$ 315,000 | \$ 92,331 | \$ 407,331 | |
| TOTAL ENTERPRISE FUNDS | | | \$ 905,127 | \$ 168,491 | \$ 1,073,618 | |
| TOTAL COMBINED DEBT SERVICE | | | \$ 19,944,398 | \$ 7,303,289 | \$ 27,247,687 | |

BOND REPAYMENT SCHEDULE

| FYE | 2007 | 2011 | 2012 | 2013 | 2014-A | 2014-B | 2015 | 2016 | 2016-A | 2017 | 2019 | TOTAL |
|----------------|------------|------------|------------|------------|-------------|------------|------------|------------|-------------|------------|-------------|--------------|
| 30-Sep | CO | CO Ref | CO | CO | CO | CO | CO | CO | CO | CO | CO | PAYMENTS |
| 2022 | 170,766 | 219,933 | 160,735 | 25,063 | 170,140 | 26,300 | 97,400 | 7,920 | 127,563 | 23,147 | 137,975 | 1,166,940 |
| 2023 | 177,353 | 225,082 | | 25,688 | 170,370 | 25,580 | 99,473 | 7,850 | 317,563 | 23,070 | 137,975 | 1,210,003 |
| 2024 | 183,871 | | | 25,281 | 170,420 | 24,860 | 96,484 | 8,790 | 319,963 | 22,964 | 207,975 | 1,060,607 |
| 2025 | 190,319 | | | 25,875 | 170,290 | 29,050 | 98,352 | 8,693 | 316,963 | 22,832 | 210,875 | 1,073,248 |
| 2026 | 197,699 | | | 25,438 | 169,980 | 28,150 | 100,071 | 8,605 | 318,763 | 22,665 | 208,625 | 1,079,994 |
| 2027 | | | | 26,000 | 169,490 | 27,250 | 96,699 | 8,518 | 320,163 | 22,475 | 326,375 | 996,969 |
| 2028 | | | | 25,531 | 168,820 | 26,350 | | 8,439 | 316,163 | 22,266 | 330,525 | 898,094 |
| 2029 | | | | 26,063 | 167,970 | 25,450 | | 8,343 | 316,963 | 22,038 | 329,375 | 896,201 |
| 2030 | | | | 26,563 | | | | 8,255 | 317,363 | 21,795 | 328,075 | 702,050 |
| 2031 | | | | 26,031 | | | | 8,168 | 317,363 | 21,539 | 329,475 | 702,575 |
| 2032 | | | | 26,500 | | | | 8,088 | 316,963 | 21,269 | 325,475 | 698,294 |
| 2033 | | | | 26,938 | | | | 8,993 | 316,163 | 20,987 | 326,275 | 699,354 |
| 2034 | | | | 26,344 | | | | 8,888 | 317,763 | 20,694 | 326,675 | 700,363 |
| 2035 | | | | 26,750 | | | | 8,783 | 319,063 | 20,396 | 326,675 | 701,666 |
| 2036 | | | | 27,125 | | | | 8,685 | 319,688 | 20,091 | 326,275 | 701,863 |
| 2037 | | | | 27,469 | | | | 8,573 | | 24,782 | 325,475 | 386,298 |
| 2038 | | | | 27,781 | | | | 8,468 | | 24,364 | 329,275 | 389,888 |
| 2039 | | | | 28,063 | | | | 8,363 | | 23,940 | 327,475 | 387,840 |
| 2040 | | | | 28,313 | | | | 8,264 | | 23,512 | 326,419 | 386,507 |
| 2041 | | | | 28,531 | | | | 9,153 | | 23,080 | | 60,764 |
| 2042 | | | | 28,719 | | | | 9,030 | | 22,646 | | 60,395 |
| 2043 | | | | 28,875 | | | | 8,908 | | 22,210 | | 59,993 |
| 2044 | | | | | | | | 8,790 | | 21,772 | | 30,562 |
| 2045 | | | | | | | | 8,663 | | 21,332 | | 29,995 |
| 2046 | | | | | | | | 8,540 | | 20,890 | | 29,430 |
| 2047 | | | | | | | | 8,418 | | 20,446 | | 28,864 |
| 2048 | | | | | | | | 8,299 | | | | 8,299 |
| 2049 | | | | | | | | 9,173 | | | | 9,173 |
| 2050 | | | | | | | | 9,033 | | | | 9,033 |
| 2051 | | | | | | | | 8,893 | | | | 8,893 |
| 2052 | | | | | | | | 8,755 | | | | 8,755 |
| 2053 | | | | | | | | 8,613 | | | | 8,613 |
| 2054 | | | | | | | | 9,473 | | | | 9,473 |
| 2055 | | | | | | | | 9,315 | | | | 9,315 |
| 2056 | | | | | | | | 9,158 | | | | 9,158 |
| TOTALS 2022 | \$ 920,008 | \$ 445,015 | \$ 160,735 | \$ 588,938 | \$1,357,480 | \$ 212,990 | \$ 588,479 | \$ 302,890 | \$4,578,463 | \$ 577,198 | \$5,487,269 | \$15,219,463 |

SCHEDULE OF DEBT SERVICE FOR FISCAL YEAR 2021-2022

| Instrument | Balance 09/30/2021 | Debt Service FY 21-22 | | |
|-----------------------------------|-----------------------|-----------------------|------------|--------------|
| | | Principal | Interest | Total |
| GOVERNMENTAL FUNDS | | | | |
| INTEREST & SINKING FUND | | | | |
| CO Series 2007 | 896,000 | 163,000 | 1,904 | 164,904 |
| CO Series 2011 | 430,000 | 210,000 | 9,933 | 219,933 |
| CO Series 2013 | 418,000 | 12,000 | 13,063 | 25,063 |
| CO Series 2015 | 530,000 | 80,000 | 17,400 | 97,400 |
| CO Series 2016 USDA | 224,000 | 4,000 | 3,920 | 7,920 |
| CO Series 2016 - A | 3,465,000 | - | 127,563 | 127,563 |
| CO Series 2017 | 445,000 | 15,000 | 8,147 | 23,147 |
| CO Series 2019 | 3,715,000 | - | 137,975 | 137,975 |
| Republic First National Corp | 148,114 | 72,919 | 4,624 | 77,543 |
| TOTAL | \$ 10,271,114 | \$ 556,919 | \$ 324,527 | \$ 881,447 |
| TIRZ DEBT SERVICE FUND | | | | |
| CO Series 2012 TIRZ | 155,000 | 155,000 | 5,735 | 160,735 |
| CO Series 2014-A TIRZ | 1,180,000 | 130,000 | 40,140 | 170,140 |
| TOTAL | \$ 1,335,000 | \$ 285,000 | \$ 45,875 | \$ 330,875 |
| GENERAL FUND | | | | |
| Frost Bank Lease #776192652-005 | 50,382 | 12,034 | 1,537 | 13,570 |
| First State Bank (GCC) #8238 | 198,200 | 37,572 | 5,312 | 42,883 |
| TOTAL | \$ 248,582 | \$ 49,605 | \$ 6,848 | \$ 56,454 |
| ECONOMIC DEVELOPMENT CORPORATIONS | | | | |
| Southside Bank Loan #256819 | 271,675 | 33,803 | 11,483 | 45,286 |
| Southside Bank Loan #256822 | 271,675 | 33,803 | 11,483 | 45,286 |
| TOTAL | \$ 543,350 | \$ 67,606 | \$ 22,965 | \$ 90,571 |
| TOTAL GOVERNMENTAL FUNDS | | | | |
| | \$ 12,398,046 | \$ 959,130 | \$ 400,216 | \$ 1,359,346 |

SCHEDULE OF DEBT SERVICE FOR FISCAL FOR YEAR 2021-2022

| Instrument | Balance 09/30/2021 | Debt Service FY 21-22 | | |
|------------------------------------|-----------------------|-----------------------|------------|--------------|
| | | Principal | Interest | Total |
| ENTERPRISE FUNDS | | | | |
| ALTON SOLID WASTE FUND | | | | |
| Schertz Bank Contract # 7005 | 54,779 | 54,779 | 2,053 | 56,832 |
| Frost Bank Contract #776192652-005 | 235,229 | 56,184 | 7,174 | 63,359 |
| TOTAL | \$ 290,008 | \$ 110,963 | \$ 9,227 | \$ 120,191 |
| SEWER FUND | | | | |
| CO Series 2014-B | 185,000 | 20,000 | 6,300 | 26,300 |
| TOTAL | \$ 185,000 | \$ 20,000 | \$ 6,300 | \$ 26,300 |
| TOTAL ENTERPRISE FUNDS | | | | |
| | \$ 475,008 | \$ 130,963 | \$ 15,527 | \$ 146,491 |
| TOTAL DEBT SERVICE | | | | |
| | \$ 12,873,054 | \$ 1,090,093 | \$ 415,743 | \$ 1,505,837 |

VALUATION, EXEMPTIONS AND TAX DEBT

| | | | |
|--|----|------------|-------------|
| 2021 Market Valuation Established by Hidalgo County Appraisal District | | \$ | 708,059,889 |
| Less Adjustments/Exemptions: | | | |
| Productivity Loss | \$ | 36,350,083 | |
| Homestead Cap | \$ | 14,467,920 | |
| Disabled | \$ | 4,129,401 | |
| Totally Exempt | \$ | 65,911,472 | |
| Over 65 | \$ | 3,660,000 | |
| Total Adjustments/Exemptions | | \$ | 124,518,876 |
| 2021 Taxable Assessed Valuation | | \$ | 583,541,013 |
| Total Debt Outstanding at 9/30/2018 | | | |
| | | \$ | 11,791,114 |
| Less: | | | |
| Self Supporting - TIRZ CO 2012 & CO 2014-A | | \$ | 1,335,000 |
| Self Supporting - Utility Sewer Fund CO 2014-B | | \$ | 185,000 |
| Net Tax Debt | | \$ | 13,311,114 |
| Radio Net Ad Valorem Tax Supported Debt to Taxable Assessed Valuation | | | |
| | | | 2.28% |
| 2021 Estimated Population | | | |
| | | | 18,198 |
| Per Capita Taxable Assessed Valuation | \$ | 32,066 | |
| Per Capital Net Tax Debt | \$ | 731 | |

PER CAPITAL DATA

| Fiscal Year Ended 30-Sep | Estimated City Population (1) | Taxable Assessed Valuation (2) | Per Capita Taxable Assessed Valuation | Net Tax Debt Outstanding at end of Year | Per Capita G.O. Tax Debt | Ratio Tax Debt to Taxable Assessed Valuation |
|-----------------------------|----------------------------------|-----------------------------------|---|---|-----------------------------|--|
| 2012 | 14,500 | 286,407,542 | 19,752 | 4,723,528 | 326 | 1.65% |
| 2013 | 15,000 | 309,501,119 | 20,633 | 4,244,219 | 283 | 1.37% |
| 2014 | 15,500 | 314,020,513 | 20,259 | 5,572,247 | 359 | 1.77% |
| 2015 | 15,760 | 331,648,454 | 21,044 | 4,900,458 | 311 | 1.48% |
| 2016 | 16,895 | 381,490,686 | 22,580 | 5,193,024 | 307 | 1.36% |
| 2017 | 17,278 | 400,153,740 | 23,160 | 8,675,373 | 502 | 2.17% |
| 2018 | 17,588 | 424,514,126 | 24,137 | 8,160,891 | 464 | 1.92% |
| 2019 | 17,764 | 482,802,555 | 27,179 | 11,341,396 | 638 | 2.35% |
| 2020 | 18,105 | 518,546,036 | 28,641 | 10,813,825 | 597 | 2.09% |
| 2021 | 18,198 | 583,541,013 | 32,066 | 10,271,114 | 564 | 1.76% |

(1) Source: U.S. Census Bureau

(2) Source: Hidalgo County Appraisal District

SPECIAL REVENUE FUNDS

Special Revenue Funds are used to account for specific revenues that are legally restricted to expenditure for particular purposes. Special revenue funds appropriations are adopted on an annual basis as part of the operating budget.

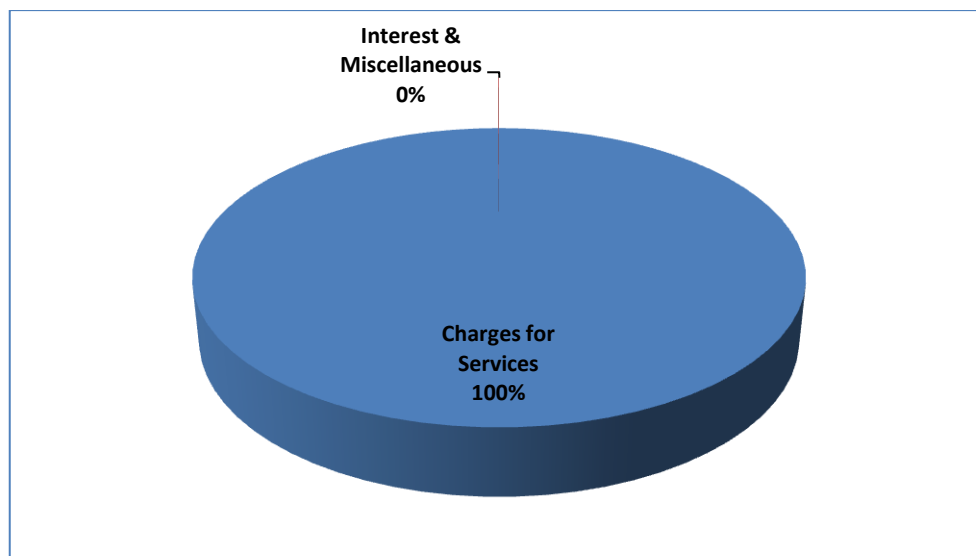
FACILITIES & INFRASTRUCTURE FUND

The Facilities & Infrastructure Fund accounts for the impact fees imposed by the City of Alton to new development in order to generate revenue for funding or recouping the cost of capital improvements or facility expansions necessitated by the new development. This fund is restricted to these purposes, but may also be used for any type of repair, maintenance, modernization or expansion of an existing facility to maintain appropriate levels of service.

Revenues Summary

| Revenue Category | Actual FY 18-19 | Actual FY 19-20 | Budget FY 20-21 | Estimated Yr End FY 20-21 | Budget FY 21-22 | Change Amount |
|--------------------------|--------------------|--------------------|--------------------|---------------------------------|--------------------|------------------|
| Charges for Services | 294,380 | 166,425 | 273,000 | 289,482 | 657,840 | 384,840 |
| Interest & Miscellaneous | 2,745 | 1,452 | 1,500 | 277 | 250 | (1,250) |
| Totals | \$297,125 | \$167,878 | \$274,500 | \$289,759 | \$ 658,090 | \$383,590 |

Budget FY 2021-2022

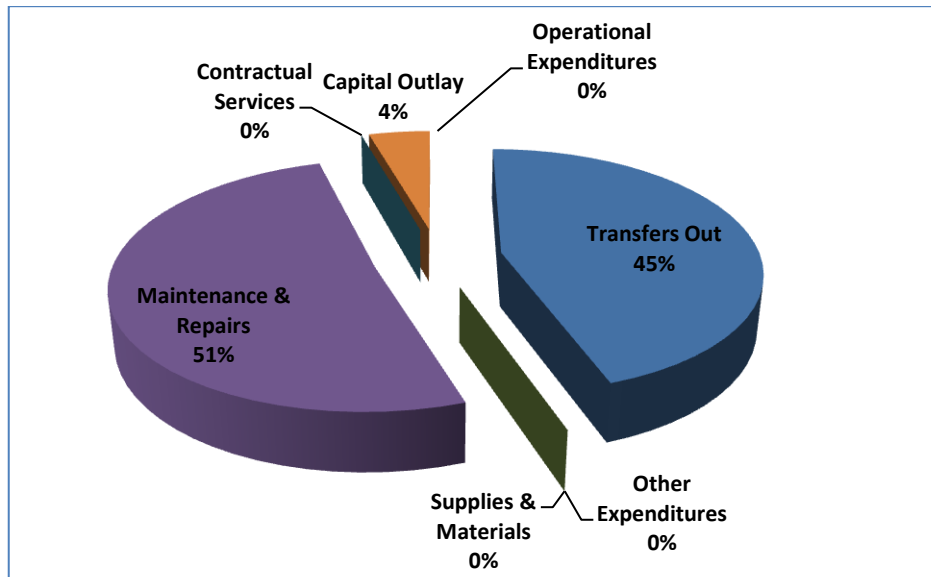


Facilities & Infrastructure Fund

Expenditures Summary

| Expenditure Category | Actual FY 18-19 | Actual FY 19-20 | Budget FY 20-21 | Estimated Yr End FY 20-21 | Budget FY 21-22 | Change Amount |
|--------------------------|--------------------|--------------------|--------------------|---------------------------------|--------------------|------------------|
| Transfers Out | 145,000 | 150,000 | 230,000 | 48,000 | 250,000 | 20,000 |
| Other Expenditures | - | - | - | 8,880 | - | - |
| Supplies & Materials | | | | | | - |
| Maintenance & Repairs | 22,500 | 29,253 | 50,000 | 52,486 | 285,000 | 235,000 |
| Contractual Services | 5,000 | 4,098 | - | 3,000 | - | - |
| Capital Outlay | 6,250 | 26,231 | 10,000 | 1,698 | 25,000 | 15,000 |
| Operational Expenditures | | | | | | - |
| Totals | \$178,750 | \$209,581 | \$290,000 | \$114,063 | \$560,000 | \$270,000 |

Budget FY 2021-2022



SEIZURES & FORFEITURES FUND

The Seizures and Forfeitures Fund accounts for the use of police property seizures awarded to the City. Funds are utilized to purchase police equipment and vehicles. We do not anticipate any revenues/expenditures for fiscal year 2021-2022.

Revenues Summary

| Revenue Category | Actual | Actual | Actual |
|--------------------------|-----------------|-----------------|-----------------|
| | FY 18-19 | FY 19-20 | FY 20-21 |
| Interest & Miscellaneous | 67 | 67 | 38 |
| Forfeited Asset Revenue | 4,800 | 4,800 | 5,211 |
| Grants & Donations | | | |
| Totals | \$ 4,837 | \$ 4,837 | \$ 5,249 |

Expenditures Summary

| Expenditure Category | Actual | Actual | Actual |
|--------------------------|-----------------|-----------------|---------------|
| | FY 18-19 | FY 19-20 | FY 20-21 |
| Operational Expenditures | 495 | 5,666 | 964 |
| Maintenance & Repairs | - | - | - |
| Supplies & Materials | - | 489 | - |
| Capital Outlay | 8,600 | 300 | - |
| Transfers Out | - | - | - |
| Totals | \$ 9,095 | \$ 6,455 | \$ 964 |

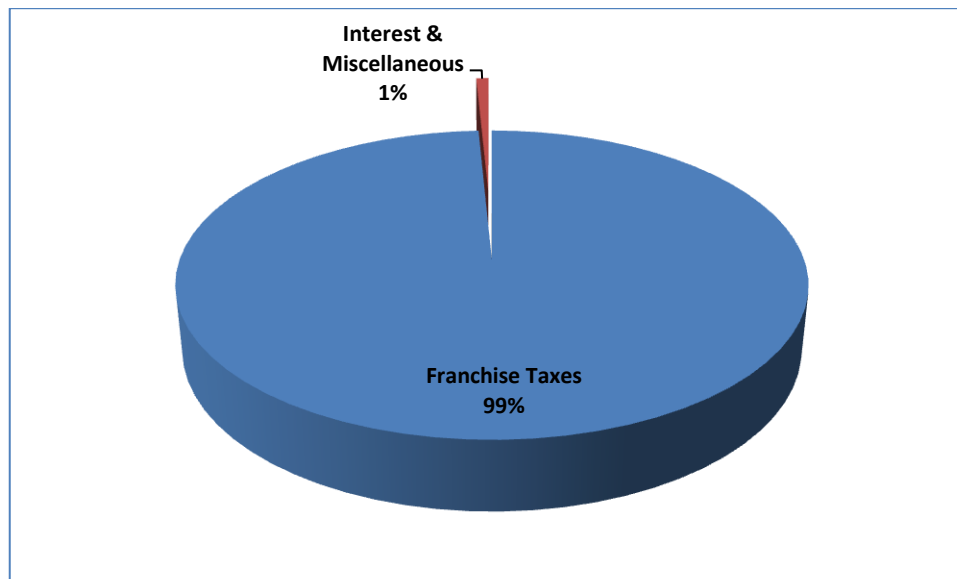
PEG FUND

The purpose of the PEG Fund is to account for fees that cable service providers are required to pay quarterly to the City by the Texas Utilities Code.

Revenues Summary

| Revenue Category | Actual FY 18-19 | Actual FY 19-20 | Budget FY 20-21 | Estimated Yr End FY 20-21 | Budget FY 21-22 | Change Amount |
|--------------------------|--------------------|--------------------|--------------------|---------------------------------|--------------------|------------------|
| Franchise Taxes | 8,221 | 8,496 | 8,496 | 8,926 | 9,000 | 504 |
| Interest & Miscellaneous | 703 | 328 | 328 | 58 | 70 | (258) |
| Totals | \$8,924 | \$8,824 | \$8,824 | \$8,984 | \$9,070 | \$ 246 |

Budget FY 2021-2022



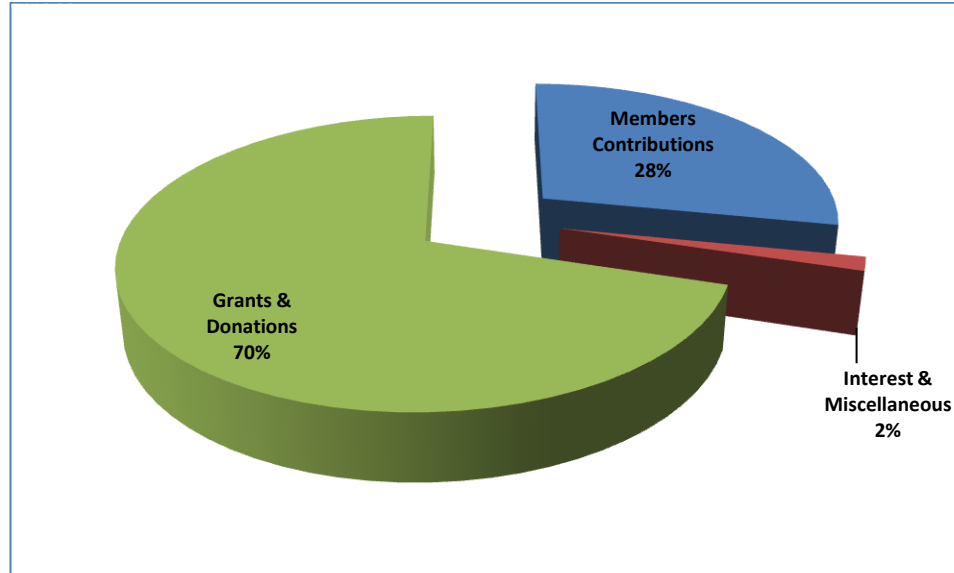
EMPLOYEE BENEFITS FUND

The Employee Benefits Fund accounts for donations and employee contributions for the purpose of staff emergency loans and donations.

Revenues Summary

| Revenue Category | Actual FY 18-19 | Actual FY 19-20 | Budget FY 20-21 | Estimated Yr End FY 20-21 | Budget FY 21-22 | Change Amount |
|--------------------------|--------------------|--------------------|--------------------|---------------------------------|--------------------|------------------|
| Other Revenue | 998 | 1,000 | 1,127 | 1,308 | 1,127 | - |
| Interest & Miscellaneous | 635 | 895 | 60 | 524 | 60 | - |
| Grants & Donations | 1,000 | 500 | 2,531 | 545 | 2,531 | - |
| Totals | \$ 2,633 | \$ 2,395 | \$ 3,718 | \$ 2,377 | \$ 3,718 | \$ - |

Budget FY 2021-2022

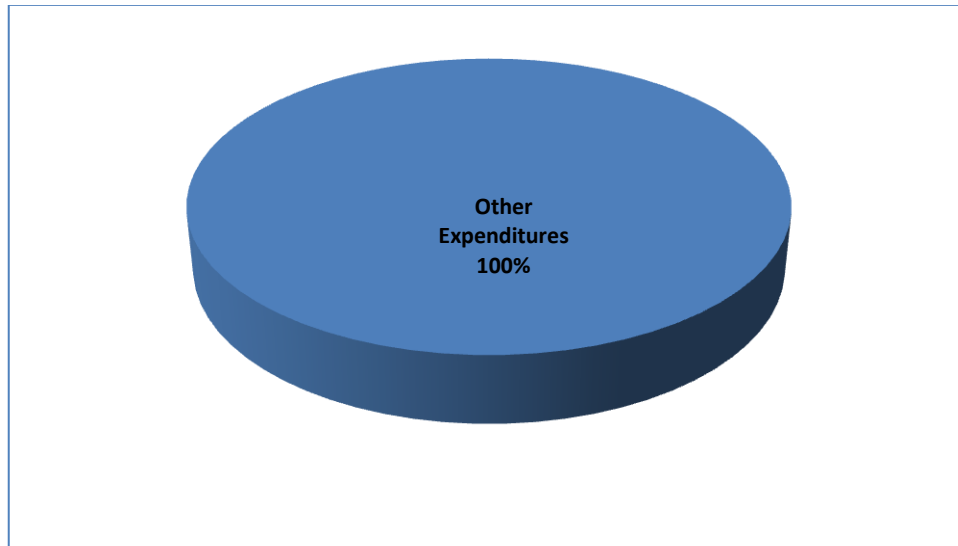


Employee Benefits Fund

Expenditures Summary

| Expenditure Category | Actual FY 18-19 | Actual FY 19-20 | Budget FY 20-21 | Estimated Yr End FY 20-21 | Budget FY 21-22 | Change Amount |
|----------------------|--------------------|--------------------|--------------------|---------------------------------|--------------------|------------------|
| Other Expenditures | 1,730 | 1,000 | 6,454 | 6,454 | 5,462 | (992) |
| Totals | \$ 1,730 | \$ 1,000 | \$ 6,454 | \$ 6,454 | \$ 5,462 | (992) |

Budget FY 2021-2022



YOUTH CLUB ACTIVITIES FUND

The Youth Club Activities Fund accounts for donations, special fundraising events and fees charged to program participants. Funds are used for the operations of youth club activities. We do not anticipate any revenues/expenditures for fiscal year 2021-2022.

Revenues Summary

| Revenue Category | Actual | Actual | Actual |
|--------------------------|---------------|-------------|-------------|
| | FY 18-19 | FY 19-20 | FY 19-20 |
| Grants & Donations | - | - | - |
| Charges for Services | 600 | - | - |
| Interest & Miscellaneous | 9 | 6 | 6 |
| Totals | \$ 609 | \$ 6 | \$ 6 |

Expenditures Summary

| Expenditure Category | Actual | Actual | Actual |
|--------------------------|---------------|-------------|-------------|
| | FY 18-19 | FY 19-20 | FY 19-20 |
| Contractual Services | - | - | - |
| Operational Expenditures | 600 | - | - |
| Maintenance & Repairs | - | - | - |
| Supplies & Materials | - | - | - |
| Other Expenditures | - | - | - |
| Capital Outlay | - | - | - |
| Totals | \$ 600 | \$ - | \$ - |

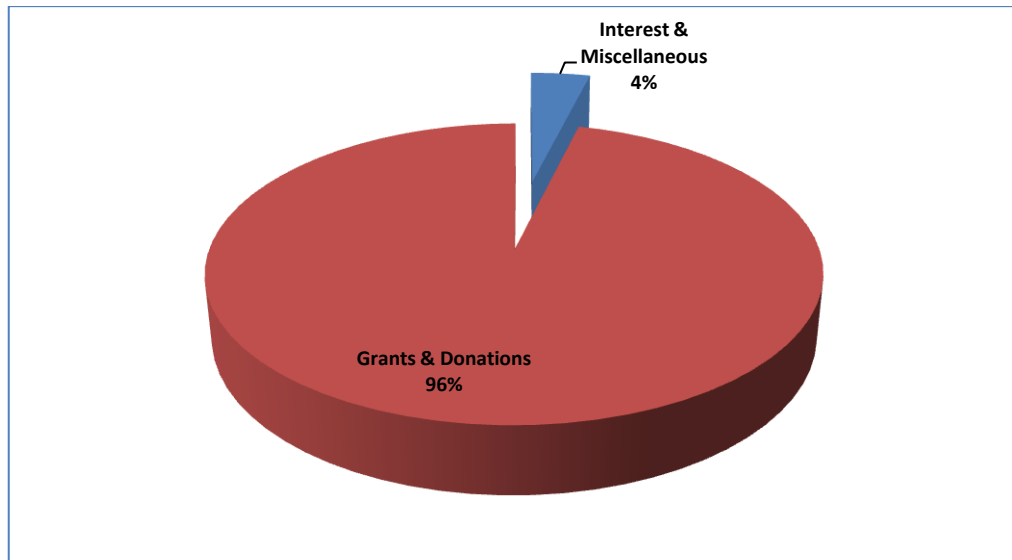
VOLUNTEERS FIREFIGHTERS FUND

The Volunteers Firefighters Fund accounts for donations acquired from citizens and businesses to be used for purchases of equipment, uniforms, membership dues, and other items necessary to assist the volunteer program.

Revenues Summary

| Revenue Category | Actual FY 18-19 | Actual FY 19-20 | Budget FY 20-21 | Estimated Yr End FY 20-21 | Budget FY 21-22 | Change Amount |
|--------------------------|--------------------|--------------------|--------------------|---------------------------------|--------------------|------------------|
| Interest & Miscellaneous | 4,272 | 2,090 | 31 | 4 | 31 | 40 |
| Grants & Donations | - | - | - | 1,600 | 1,000 | 1,000 |
| Totals | \$4,272 | \$2,090 | \$ 31 | \$1,604 | \$1,031 | \$1,040 |

Budget FY 2021-2022

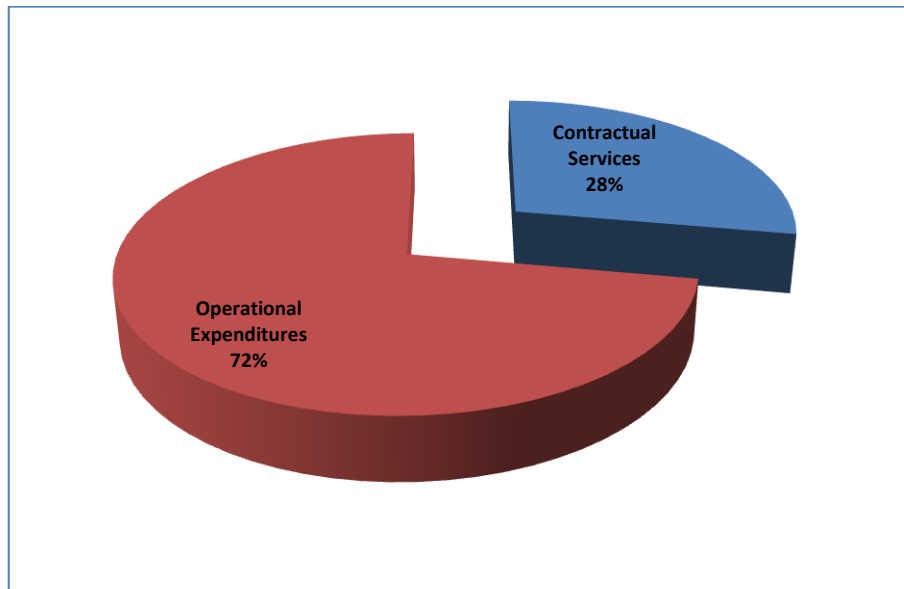


Volunteers Firefighters Fund

Expenditures Summary

| Expenditures Category | Actual FY 18-19 | Actual FY 19-20 | Budget FY 20-21 | Estimated Yr End FY 20-21 | Budget FY 21-22 | Change Amount |
|--------------------------|--------------------|--------------------|--------------------|---------------------------------|--------------------|------------------|
| Contractual Services | 168 | 200 | 714 | - | 714 | - |
| Operational Expenditures | 5,059 | 3,300 | 1,856 | 3,328 | 1,856 | - |
| Totals | \$5,227 | \$3,500 | \$2,570 | \$3,328 | \$2,570 | \$ - |

Budget FY 2021-2022



CITY OF ALTON DEVELOPMENT CORPORATION

Mission Statement

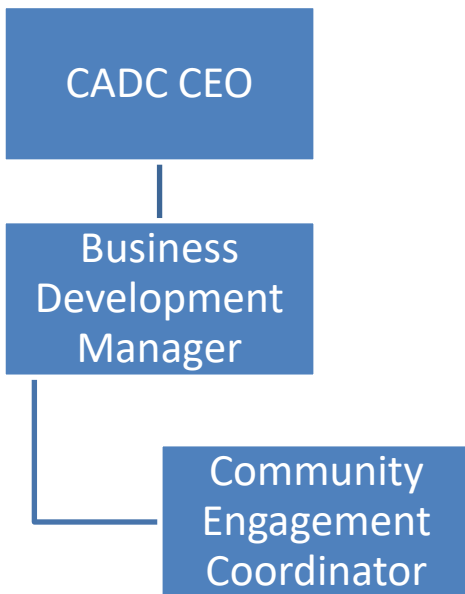
To promote, encourage and enhance the creation of jobs and expansion of the local tax base through projects which assist in the retention and expansion of existing primary employers and which attract new primary employers and aid their development and growth.

Department Overview

The department is composed of three members that are focused on increasing the number of jobs available for citizens, maintaining and expand the tax base and strengthening and diversify the primary industrial and service sectors of the local economy.



Organizational Chart



Position Summary

| Position Title | FY 2020 | FY 2021 | FY 2022 |
|----------------------------------|----------|----------|----------|
| CADC CEO | 1 | 1 | 1 |
| Business Development Manager | | 1 | 1 |
| Community Engagement Coordinator | | 1 | 1 |
| Total Full Time | 1 | 3 | 3 |
| Total Part-Time | 0 | 0 | 0 |
| Total Department | 1 | 3 | 3 |

Goals

- ❖ Provide assistance to existing primary employers to create new jobs, retain existing jobs and increase capital investment.
- ❖ Create New Permanent Jobs and Increase Tax Base Through Primary Employer Attraction.
- ❖ Ensure the Effective Operation of the Economic Development Office and Educate the Public About Economic Development Issues.
- ❖ Keeping local Citizens, Businesses, Industries and Volunteer Associations informed about Economic Development Initiatives.

Follow link: <https://youtu.be/OeUQ9mCOykg>

Accomplishments FY 2020-2021

- Brought in an Ice Manufacturing business.
- Created 15 new jobs.
- Sold 2.8 acres to housing developer for the construction of single family units.
- Attended 5 conferences and workshops.
- Gave 4 presentations to the public.
- Attended 2 Networking sessions.



Challenges

- ***Delays on the widening of Mile 5 (FM 676)***

FM 676 is a State Highway maintained by the State. It was slated to be widened this year however; there has been a delay on the construction. Due to the lack of the street widening it has made it difficult to entice new businesses to come and set up shop in Alton.

- ***Lack of personnel***

The Economic Development Team consisted of one person in previous years. Most recently two more staffers have been brought in to promote economic development however, there is still a lack on getting the word out and more staff are needed to facilitate the 4A and 4B Corporations.

- ***Lack of infrastructure on land abutting Alton Blvd (SH107)***

SH107 is a State Road way and our main thoroughfare through our town. Land is abundant in town however; utilities to the properties are lacking sufficient Water, Sewer and Electrical power to these areas. In order to promote economic development proper infrastructure must be in place.

- ***Covid Pandemic***

The pandemic changed how normal business is now conducted. Many businesses needed to pivot in order to remain open. They still struggle to maintain and this continues to be a challenge.



Performance Indicators

STRATEGIC GOAL

STRATEGIC INITIATIVE



Economic Development

- ✓ 6.0 Create new opportunities for economic development and promote existing commercial establishments
- ✓ 6.1 Enhance growth opportunities for existing businesses
- ✓ 6.2 Open new areas of the City for economic development

| Measure | Strategic Goal | Actual FY 19-20 | Actual FY 20-21 | Target FY 21-22 | Target FY 22-23 |
|--|----------------|-----------------|-----------------|-----------------|-----------------|
| New Franchises or Businesses | | 2 | 1 | 2 | 4 |
| New Jobs created | | 12 | 15 | 40 | 55 |
| Sale of Lots | | 2 | 1 | 2 | 2 |
| Sales Tax +/- | | 24% | 17% | 10% | 15% |
| Fund BR&E applications | | 0 | 0 | 5 | 5 |
| Attend Conferences | | 4 | 5 | 5 | 8 |
| Give Presentations | | 4 | 4 | 5 | 8 |
| Attend Networking | | 2 | 2 | 4 | 6 |
| Provide mixers to promote development | | 0 | 0 | 5 | 6 |
| Contact new businesses | | 2 | 3 | 5 | 5 |
| Assist potential business investors to move to Alton. i.e., utilities, infrastructure, lease agreements | | 0 | 3 | 4 | 5 |
| Assist potential businesses to purchase a lot in the Business Parks. i.e., surveys, title search, appraisals | | 0 | 1 | 3 | 3 |

Other Measures

- Send out quarterly summaries to potential investors to market the City of Alton. i.e., E-blasts, cold calls.
- Participate in environmentally sustainable projects for the City. i.e., solar community, Wi-Fi, Parks.
- Participate in partnerships to market the City of Alton. i.e., Commercial Tours & Residential Tours.

DEVELOPMENT CORPORATION 4A FUND

Revenues Summary

| Revenue Category | Actual FY 18-19 | Actual FY 19-20 | Budget FY 20-21 | Estimated Yr End FY 20-21 | Budget FY 21-22 | Change Amount |
|--------------------------|--------------------|--------------------|--------------------|---------------------------------|--------------------|------------------|
| Sales Tax | 289,706 | 360,867 | 354,000 | 433,615 | 458,657 | 104,657 |
| Other Financing Sources | - | 334,994 | - | - | - | - |
| Interest & Miscellaneous | 2,302 | 1,572 | 1,550 | 352 | 1,550 | - |
| Totals | \$292,008 | \$697,433 | \$355,550 | \$433,967 | \$460,207 | \$104,657 |

DEVELOPMENT CORPORATION 4B FUND

Revenues Summary

| Revenue Category | Actual FY 18-19 | Actual FY 19-20 | Budget FY 20-21 | Estimated Yr End FY 20-21 | Budget FY 21-22 | Change Amount |
|--------------------------|--------------------|--------------------|--------------------|---------------------------------|--------------------|------------------|
| Sales Tax | 289,706 | 360,867 | 354,000 | 433,615 | 458,657 | 104,657 |
| Other Financing Sources | - | 334,994 | - | - | - | - |
| Interest & Miscellaneous | 1,402 | 1,151 | 1,136 | 263 | 1,136 | - |
| Totals | \$ 291,108 | \$ 697,012 | \$ 355,136 | \$ 433,878 | \$ 459,793 | \$104,657 |

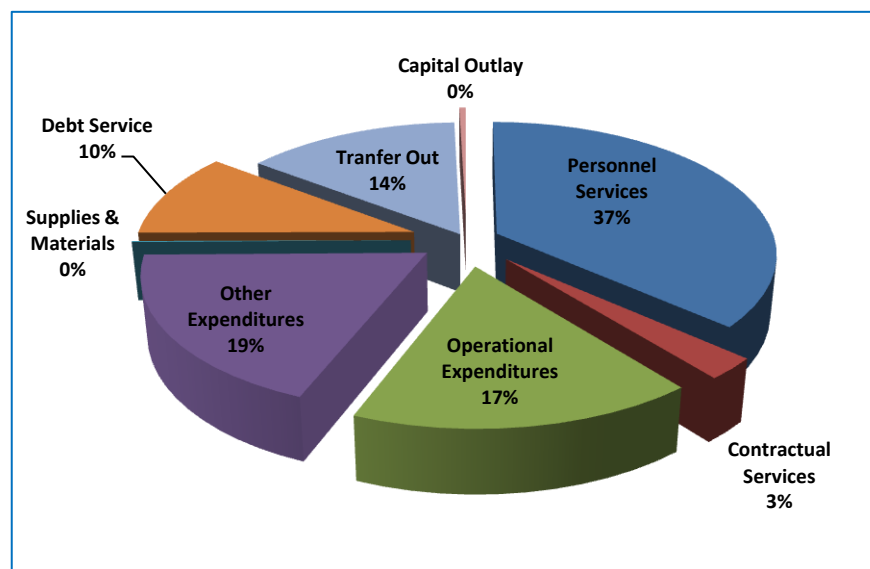
Summary of Appropriations by Fund

| Fund | FY 2019 | FY 2020 | FY 2021 | FY 2022 |
|--------------------------------------|------------------|--------------------|------------------|------------------|
| Development Corporation 4A | \$204,805 | \$571,276 | \$349,625 | \$455,749 |
| Community Development Corporation 4B | \$218,362 | \$599,905 | \$375,056 | \$455,243 |
| Total Department | \$423,167 | \$1,171,181 | \$724,681 | \$910,992 |

Summary of Expenditures by Category

| Expenditure Category | Actual FY 18-19 | Actual FY 19-20 | Budget FY 20-21 | Estimated Yr End FY 20-21 | Budget FY 21-22 | Change Amount |
|--------------------------|--------------------|---------------------|--------------------|---------------------------------|--------------------|-------------------|
| Personnel Services | 157,604 | 166,408 | 250,695 | 218,549 | 332,434 | 81,739 |
| Contractual Services | 10,167 | 5,721 | 23,000 | 7,060 | 24,000 | 1,000 |
| Operational Expenditures | 82,923 | 117,192 | 117,310 | 104,744 | 153,810 | 36,500 |
| Other Expenditures | 51,656 | 62,258 | 79,000 | 113,500 | 171,000 | 92,000 |
| Supplies & Materials | 16 | - | 400 | - | 1,200 | 800 |
| Debt Service | 120,801 | 688,393 | 124,276 | 26,515 | 94,548 | (29,728) |
| Transfer Out | - | 129,794 | 130,000 | 129,600 | 130,000 | - |
| Capital Outlay | - | 1,415 | - | - | 4,000 | 4,000 |
| Totals | \$ 423,167 | \$ 1,171,181 | \$ 724,681 | \$ 599,968 | \$ 910,992 | \$ 186,311 |

Budget FY 2020-2021

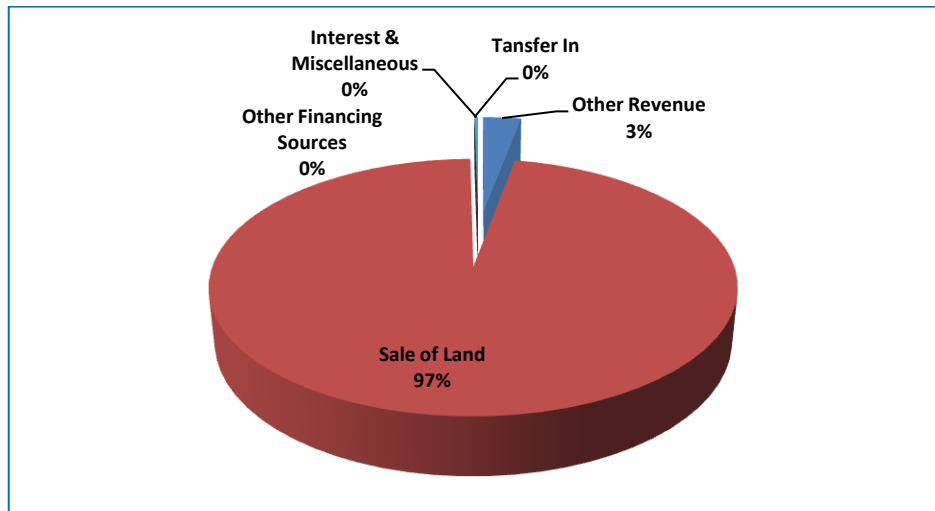


TEXAS LEVERAGE FUND

Revenues Summary

| Revenue Category | Actual FY 18-19 | Actual FY 19-20 | Budget FY 20-21 | Estimated Yr End FY 20-21 | Budget FY 21-22 | Change Amount |
|--------------------------|--------------------|--------------------|--------------------|---------------------------------|--------------------|------------------|
| Other Revenue | 8,451 | 7,769 | - | 7,068 | 7,769 | 7,769 |
| Sale of Land | 120,000 | 112,700 | - | 99,326 | 260,000 | 260,000 |
| Other Financing Sources | 20,500 | - | - | - | - | - |
| Interest & Miscellaneous | 1,697 | 714 | - | 238 | 697 | 697 |
| Totals | \$ 150,648 | \$ 121,183 | \$ - | \$ 106,632 | \$ 268,466 | \$268,466 |

Budget FY 2021-2022

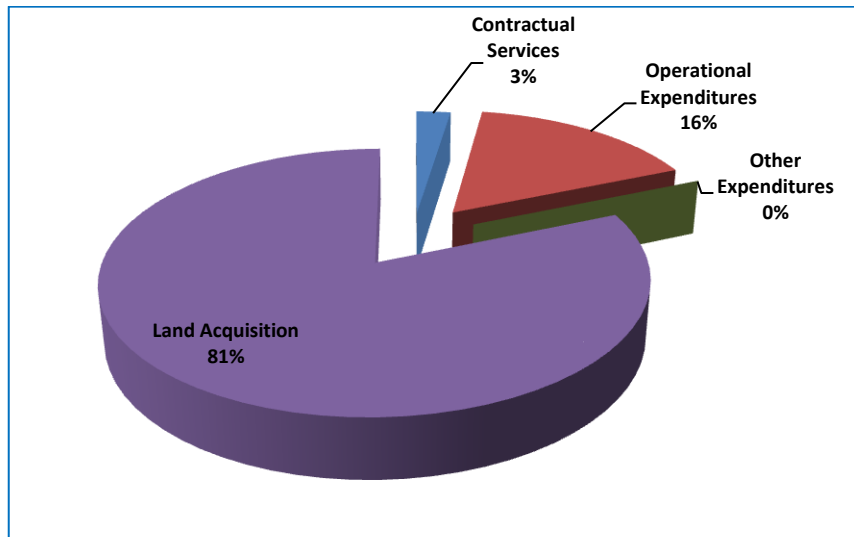


Texas Leverage Fund

Expenditures Summary

| Expenditure Category | Actual FY 18-19 | Actual FY 19-20 | Budget FY 20-21 | Estimated Yr End FY 20-21 | Budget FY 21-22 | Change Amount |
|--------------------------|--------------------|--------------------|--------------------|---------------------------------|--------------------|------------------|
| Contractual Services | 3,619 | - | - | 760 | 6,000 | 6,000 |
| Operational Expenditures | 22,854 | 31,088 | - | 31,810 | 40,000 | 40,000 |
| Other Expenditures | 8,881 | 1,717 | - | - | - | - |
| Land Acquisition | 115,500 | - | - | 91,010 | 200,000 | 200,000 |
| Totals | \$ 150,854 | \$ 32,804 | \$ - | \$ 123,580 | \$ 246,000 | \$246,000 |

Budget FY 2021-2022



CADC DEBT SERVICE FUND

Revenues Summary

| Revenue Category | Actual FY 18-19 | Actual FY 19-20 | Budget FY 20-21 | Estimated Yr End FY 20-21 | Budget FY 21-22 | Change Amount |
|--------------------------|--------------------|--------------------|--------------------|---------------------------------|--------------------|------------------|
| Transfer In | - | 90,650 | - | 90,600 | 90,600 | 90,600 |
| Interest & Miscellaneous | - | 40 | - | 7 | 40 | 40 |
| Totals | \$ - | \$ 90,690 | \$ - | \$ 90,607 | \$ 90,640 | \$90,640 |

Expenditures Summary

| Expenditure Category | Actual FY 18-19 | Actual FY 19-20 | Budget FY 20-21 | Estimated Yr End FY 20-21 | Budget FY 21-22 | Change Amount |
|----------------------|--------------------|--------------------|--------------------|---------------------------------|--------------------|------------------|
| Debt Service | - | 90,572 | 90,572 | 90,571 | 90,572 | - |
| Totals | \$ - | \$ 90,572 | \$ 90,572 | \$ 90,571 | \$ 90,572 | \$ - |

CAPITAL CONSTRUCTION FUNDS

The Capital Construction Funds account for financial resources to be used for the acquisition, construction and improvement of major capital facilities included in the Capital Improvement Plan (CIP). The budgets for capital improvement projects are typically independent of the operating budget and are funded with bonds, grants, fund balance, or special restricted revenue.

The CIP is a multiyear plan covering a minimum of five years that forecasts spending for all anticipated capital projects. The plan addresses repair and replacement of existing infrastructures, as well as the development or acquisition of new facilities, property, improvements and capital equipment to accommodate future growth. As a planning tool, it enables the City to identify needed capital projects and coordinate facility financing, construction, operation and scheduling.

We have made several updates on the original CIP of 2012. One of them is the widening project of the East Main Street in collaboration with the Hidalgo County. The City and County agreed that this \$1.7 million project is essential in the development of this important transit corridor, which is in much need of improvements and increased safety.

In November 2019 the city's management participated in a planning workshop where the needs of the government in all areas were evaluated and prioritized. The impact in capital expenditure, maintenance, and operation cost was determined also. As a result of the workshop, a list of goals and strategic initiatives towards those goals were developed. Full detail of those initiatives can be found on Appendix B.

Not all of the projects scheduled for FY 2020 and 2021 were completed. Unfortunately with the Covid-19 pandemic the City had to divert its priorities to deal with the emergency situation. In the following months, city management will meet again to revise and update the Capital Improvement Plan for 2020-2024.

The following charts illustrate the city's five years CIP and the potential costs, as they impact succeeding years' operations.

CITY OF ALTON STRATEGIC INITIATIVES 2020-2024

| GOAL | STRATEGIC INITIATIVE |
|---|--|
| 1. Efficient Government | 1.1 Create a Commercial Solid Waste Division |
| Deliver high quality service in a cost effective manner | 1.2 Improve communications with City Administration for external and internal customers |
| | 1.3 Develop the City of Alton's Human Capital |
| | 1.4 Enhance Alton's current recycling program |
| | 1.5 Develop and maintain Geographic Information System (GIS) mapping |
| | 1.6 Reduce City election expenses |
| | 1.7 Increase transparency of Alton City Government |
| 2. Culture and Entertainment | 2.1 Increase social opportunities for area seniors |
| Provide opportunities for residents and visitors to recreate, socialize and enhance their knowledge of the area's history and culture | 2.2 Provide structured recreational opportunities for youth |
| | |
| 3. Infrastructure and Transportation | 3.1 Increase mobility for constituents by providing a public transportation option |
| Invest, improve and maintain Alton's infrastructure and roadway system | 3.2 Improve the functionality of principal arterials |
| | 3.3 Promote sustainability of neighborhoods through pavement management |
| | 3.4 Fund, construct and maintain a Wastewater Treatment Plant |
| 4. Health and Safety | 4.1 Improve the safety of citizens and visitors through the deployment of a city-wide surveillance camera system |
| Continue to provide and maintain a healthy and safe environment in which to live, work and visit | 4.2 Enhance Alton's fire protection resources |
| | 4.3 Increase pedestrian and vehicular safety in school zones |
| | 4.4 Increase the Level of Service for medical emergencies |
| | 4.5 Improve the effectiveness of resources utilized to extinguish brush fires |
| | 4.6 Aid in the reduction of crime with improved street lighting |
| 5. Livability/Sustainability | 5.1 Provide Internet access to all residents |
| Improve the quality of life in Alton for its constituents in a manner that will be sustainable | 5.2 Create and maintain a healthy fund balance for the City's General Fund |
| | 5.3 Develop and adopt a Comprehensive Plan for Alton |
| | 5.4 Reduce the City's dependence on debt for capital outlays |
| | 5.5 Provide recreational space for residents in Alton's northwest quadrant |
| | 5.6 Create a sustainable solution for disposal of residential brush |
| 6. Economic Development | 6.1 Enhance growth opportunities for existing businesses |
| Create new opportunities for economic development and promote existing commercial establishments | 6.2 Open new areas of the City for economic development |

CAPITAL IMPROVEMENT PLAN 2020-2024

Capital Expenditures

| STRATEGIC INITIATIVE | CAPITAL EXPENDITURE | YEAR OF EXPENDITURE | | | | | TOTAL PROJECT | PRIORITY | COMPLETION DATE |
|----------------------|---|---------------------|-------------|-----------|--------------|-------------|---------------|----------|-----------------|
| | | 2019-2020 | 2020-2021 | 2021-2022 | 2022-2023 | 2023-2024 | | | |
| 3.2 | Repave Mile 6 Rd. | \$100,000 | | | | | | | FALL 2020 |
| 3.2 | Repave N. Trosper Rd. | | \$100,000 | | | | | | FALL 2020 |
| 3.2 | Repave S. Trosper Rd. | | | \$100,000 | | | | | |
| 3.2 | Repave S. Stewart Rd. | | | | \$100,000 | | | | |
| 3.2 | Repave N. Mayberry Rd. | | | | | \$100,000 | \$500,000 | Highest | FALL 2024 |
| 3.3 | Repave 33% of Nuevo Alton streets | \$225,000 | | | | | | Highest | SUMMER 2020 |
| 3.3 | Repave 33% of Nuevo Alton streets | | \$225,000 | | | | | | SUMMER 2021 |
| 3.3 | Repave 33% of Nuevo Alton streets | | | \$225,000 | | | | | SUMMER 2022 |
| 3.3 | Repave N. Chicago, N. Dallas & N. Eagle Streets | | | | \$225,000 | | | | SUMMER 2023 |
| 3.3 | Repave Todo Subdivision Streets | | | | | \$250,000 | | | SUMMER 2024 |
| 3.3 | Repave North and South Austin St. | | | | | \$100,000 | \$1,250,000 | | SUMMER 2024 |
| 3.4 | Design and construct a WWTP | | | | \$12,000,000 | | \$12,000,000 | Highest | WINTER 2022 |
| 4.2 | Fire Hydrant Installation on SWSC Lines | \$100,000 | \$100,000 | | | | \$200,000 | Highest | SUMMER 2021 |
| 1.5 | Creation of GIS Map | | \$100,000 | | | | \$100,000 | Higher | SPRING 2021 |
| 1.6 | Voting Machines (4) | | \$20,000 | | | | \$20,000 | Higher | WINTER 2020 |
| 4.1 | City-Wide Camera Surveillance System | \$18,000 | \$20,000 | \$20,000 | \$18,000 | | \$76,000 | Higher | WINTER 2023 |
| 4.1 | Portable Sky Tower | | \$50,000 | | | | \$50,000 | Higher | WINTER 2020 |
| 4.6 | Street Lights | \$25,000 | \$75,000 | | | | \$100,000 | Higher | SUMMER 2021 |
| 1.2 | City Hall Phone System | \$30,000 | | | | | \$30,000 | High | SUMMER 2020 |
| 1.4 | Construction of Recycling Center | | \$105,000 | | | | \$105,000 | High | WINTER 2020 |
| 1.7 | Commission Chambers Sound System | | \$30,000 | | | | \$30,000 | High | SPRING 2021 |
| 5.1 | Monopoles for Wi-Fi (4) | \$320,000 | \$100,000 | | | | \$420,000 | High | SUMMER 2020 |
| 5.5 | Redevelopment of Elizondo Park | \$10,000 | \$35,000 | \$75,000 | \$30,000 | \$100,000 | \$250,000 | High | FALL 2024 |
| 5.6 | Brush Disposal Site Purchase | | \$250,000 | \$150,000 | | | \$400,000 | Highest | SUMMER 2022 |
| 1.3 | Human Resource Software | | \$25,000 | | | | \$25,000 | Higher | FALL 2020 |
| 5.3 | Comprehensive Plan | | \$25,000 | \$75,000 | | | \$100,000 | Higher | FALL 2021 |
| 4.3 | Portable Speed Limit Sign Trailers (2) | | \$18,000 | | | | \$18,000 | High | FALL 2020 |
| 4.4 | Fire Department Rescue Truck (1) | | \$300,000 | | | | | High | SUMMER 2021 |
| 4.4 | Ambulances (2) | | \$80,000 | | \$80,000 | | \$460,000 | | WINTER 2023 |
| 4.5 | Front-End Loader (1) | | \$100,000 | | | | \$100,000 | High | FALL 2020 |
| 6.2 | Installation of Fire Lines in Commercial Areas | | | | \$200,000 | | \$200,000 | High | WINTER 2023 |
| 1.1 | Commercial Garbage Trucks (2) | | | | | \$600,000 | | Higher | FALL 2023 |
| 1.1 | Refuse Bin Delivery Truck (1) | | | | | \$150,000 | | | FALL 2023 |
| 1.1 | Metal Refuse Bins | | | | | \$250,000 | \$1,000,000 | | FALL 2023 |
| | Fleet Vehicles | \$100,000 | \$100,000 | \$100,000 | \$100,000 | \$100,000 | \$500,000 | | |
| | TOTALS | \$928,000 | \$1,858,000 | \$745,000 | \$12,753,000 | \$1,650,000 | \$17,934,000 | | |

PROJECTS COMPLETED

CAPITAL IMPROVEMENT PLAN 2020-2024

Maintenance and Operating Costs

| STRATEGIC INITIATIVE | MAINTENANCE & OPERATION EXPENDITURE | YEAR OF EXPENDITURE | | | | |
|----------------------|---|---------------------|-----------|-------------|-------------|-------------|
| | | 2019-2020 | 2020-2021 | 2021-2022 | 2022-2023 | 2023-2024 |
| 3.2 | Repave Mile 6 Rd. | | | | | |
| 3.2 | Repave N. Trosper Rd. | | | | | |
| 3.2 | Repave S. Trosper Rd. | | | | | |
| 3.2 | Repave S. Stewart Rd. | | | | | |
| 3.2 | Repave N. Mayberry Rd. | | | | | |
| 3.3 | Repave 33% of Nuevo Alton streets | | | | | |
| 3.3 | Repave 33% of Nuevo Alton streets | | | | | |
| 3.3 | Repave 33% of Nuevo Alton streets | | | | | |
| 3.3 | Repave N. Chicago, N. Dallas & N. Eagle Streets | | | | | |
| 3.3 | Repave Todo Subdivision Streets | | | | | |
| 3.3 | Repave North and South Austin St. | | | | | |
| 3.4 | Design and construct a WWTP | | | \$750,000 | \$750,000 | \$750,000 |
| 4.2 | Fire Hydrant Installation on SWSC Lines | | \$2,000 | \$2,000 | \$2,000 | \$2,000 |
| 1.5 | Creation of GIS Map | | \$40,000 | \$40,000 | \$40,000 | \$40,000 |
| 1.6 | Voting Machines (4) | \$2,500 | \$5,000 | \$5,000 | \$5,000 | \$5,000 |
| 4.1 | City-Wide Camera Surveillance System | \$5,000 | \$5,000 | \$5,000 | \$5,000 | \$5,000 |
| 4.1 | Portable Sky Tower | | | | | |
| 4.6 | Street Lights | | \$5,000 | \$5,000 | \$5,000 | \$5,000 |
| 1.2 | City Hall Phone System | | | | | |
| 1.4 | Construction of Recycling Center | | | | | |
| 1.7 | Commission Chambers Sound System | | | | | |
| 5.1 | Monopoles for Wi-Fi (4) | | \$125,000 | \$125,000 | \$125,000 | \$125,000 |
| 5.5 | Redevelopment of Elizondo Park | | \$10,000 | \$10,000 | \$10,000 | \$10,000 |
| 5.6 | Brush Disposal Site Purchase | | \$75,000 | \$75,000 | \$75,000 | \$75,000 |
| 1.3 | Human Resource Software | | \$2,000 | \$2,000 | \$2,000 | \$2,000 |
| 5.3 | Comprehensive Plan | | | | | |
| 4.3 | Portable Speed Limit Sign Trailers (2) | | \$500 | \$500 | \$500 | \$500 |
| 4.4 | Fire Department Rescue Truck (1) | | \$192,500 | \$192,500 | \$385,000 | \$385,000 |
| 4.4 | Ambulances (2) | | | | | |
| 4.5 | Front-End Loader (1) | | | | | |
| 6.2 | Installation of Fire Lines in Commercial Areas | | | | | |
| 1.1 | Commercial Garbage Trucks (2) | | | | | \$130,000 |
| 1.1 | Refuse Bin Delivery Truck (1) | | | | | |
| 1.1 | Metal Refuse Bins | | | | | |
| | Fleet Vehicles | \$4,000 | \$4,000 | \$4,000 | \$4,000 | \$4,000 |
| | TOTALS | \$11,500 | \$658,500 | \$1,408,500 | \$1,793,500 | \$1,923,500 |

The following charts illustrate revenues and cost of infrastructure projects of the last five years and the budget for projects within fiscal year 2021-2022.

CAPITAL CONSTRUCTION FUND

Revenues Summary

| | ACTUAL | ACTUAL | ACTUAL | ACTUAL | ACTUAL | BUDGET |
|-------------------------------------|--------------|-----------|--------------|-----------|-----------|----------|
| REVENUES | FY 16-17 | FY 17-18 | FY 18-19 | FY 19-20 | FY 20-21 | FY 21-22 |
| CO Series 2016-A | 3,734,053 | | | | | |
| CO Series 2019 | | | 3,826,890 | | | |
| Other Financing Sources (TXDOT ROW) | | | | | 28,889 | |
| Interest Earned | 14,452 | 16,151 | 41,657 | 12,786 | 757 | 1,000 |
| Totals | \$ 3,748,506 | \$ 16,151 | \$ 3,868,547 | \$ 12,786 | \$ 29,646 | \$ 1,000 |

Capital Construction Fund

Expenditures Summary

| EXPENDITURES | ACTUAL FY 16-17 | ACTUAL FY 17-18 | ACTUAL FY 18-19 | ACTUAL FY 19-20 | ACTUAL FY 20-21 | BUDGET FY 21-22 |
|--|--------------------|--------------------|--------------------|--------------------|--------------------|--------------------|
| ADMINISTRATION | | | | | | |
| Contractual Services | | 29,986 | 7,000 | | | |
| Other Financing Uses- Issuance Cost CO | 234,053 | | 223,693 | | | |
| Land Acquisition | | 200,000 | 12,000 | 218,412 | 461,751 | |
| Technology Upgrade | 72,121 | 48,564 | 19,702 | | 31,783 | |
| City Wi-Fi Project | 149,998 | 5,224 | 300,000 | 300,000 | | |
| Digital Library Project | 15,885 | 36,016 | | | | |
| Equipment | | | 28,582 | 8,979 | | |
| TOTAL ADMINISTRATION | 472,057 | 319,790 | 590,977 | 527,391 | 493,534 | - |
| BUILDINGS IMPROVEMENTS | | | | | | |
| Contractual Services | 590,000 | 454,077 | 13,736 | 14,984 | 127,292 | |
| Furniture & Equipment | | 154,821 | | | | |
| TOTAL BUILDINGS IMPROVEMENTS | 590,000 | 608,898 | 13,736 | 14,984 | 127,292 | - |
| STREETS IMPROVEMENTS | | | | | | |
| Construction Expenses | | | 422,502 | | | |
| Contractual Services | 283,638 | 165,511 | 1,322,539 | 26,200 | 149,370 | 120,000 |
| Engineering Services | 45,560 | | 38,730 | | 35,841 | 40,000 |
| TOTAL STREETS IMPROVEMENTS | 329,198 | 165,511 | 1,783,771 | 26,200 | 185,211 | 160,000 |
| LIGHTING IMPROVEMENTS | | | | | | |
| Contractual Services | 9,428 | | | | 8,059 | |
| TOTAL LIGHTING IMPROVEMENTS | 9,428 | - | - | - | 8,059 | - |
| PARKS IMPROVEMENTS | | | | | | |
| Contractual Services | 206,562 | 41,000 | 84,517 | 39,443 | 107,239 | |
| Parks Equipment | 33,013 | 1,484 | 161,263 | 68,164 | 62,928 | |
| General Supplies | 12,387 | | | | | |
| TOTAL PARKS IMPROVEMENTS | 251,961 | 42,484 | 245,780 | 107,607 | 170,167 | - |
| DRAINAGE PROJECTS | | | | | | |
| Contractual Services | | | 43,203 | 78,891 | 145,380 | |
| Engineering Services | 13,600 | | | 103,165 | 46,250 | |
| TOTAL DRAINAGE PROJECTS | 13,600 | - | 43,203 | 182,056 | 191,630 | - |
| SEWER PROJECTS | | | | | | |
| Contractual Services | 107,310 | | | | | |
| Engineering Services | 17,000 | | 3,000 | | | |
| TOTAL SEWER IMPROVEMENTS | 124,310 | - | 3,000 | - | - | - |
| TOTAL EXPENDITURES | 1,790,554 | 1,136,683 | 2,680,467 | 858,238 | 1,175,893 | - |

2021 LOCAL FISCAL RECOVERY FUND

The American Rescue Plan Act of 2021 (ARPA) through the Coronavirus Local Fiscal Recovery Fund, allocated the City \$4,486,164.60, deliverable in two tranches.

The City of Alton has made a broad allocation of the monies to fund different projects within the following categories determined by the Federal Government:

Public Health

- ❖ \$70,000 will be used for Personal Protective Equipment for firefighters.
- ❖ \$180,000 was used for Capital Investments in buildings to expand offices that were so crowded. There was a renovation at City Hall, the repurpose of the Senior Center building into the Public Safety Building and the establishment of the Public Works Annex building to house administrative staff.
- ❖ \$50,000 will be used for payroll cost for staff responding to Covid-19.

Services to Disproportionately Impacted Communities

- ❖ \$115,000 will be used to continue with the development of Elizondo Park which will provide outdoor recreational opportunities for the neighborhoods.

Premium Pay

- ❖ \$220,000 was budgeted for Premium Pay to staff needed to maintain continuity of operations of the City.

Infrastructure

- ❖ Clean Water: Other Sewer Infrastructure
 - ✓ \$30,000 for sewer equipment
- ❖ Clean Water: Stormwater

Alton will focus on major drainage projects in two different quadrants of the City in an effort to bring drainage to low-lying areas.

 - ✓ \$80,000 committed to project: 6 Mile – Mayberry to Bryan Road – Line installation from Mayberry to Hidalgo County Drainage District lateral.
 - ✓ \$600,000 committed to constructing Phase Two of the Louisiana RDF (Regional Detention Facility)
 - ✓ \$500,000 committed to project: S. Stewart /S. Glasscock Road drainage channel for Sharyland Woods Subdivision.

- ✓ \$171,000 committed to project: Hayes RDF – Construction of detention pond and installation of a pump.
- ✓ \$31,000 committed to project: Chicago St./Mayberry Pit – Dam to be constructed east of Chicago St, to prevent storm water from overtopping Mayberry Pit

Revenue Replacement

- ❖ \$111,019 was calculated as revenue loss in prior fiscal year.

CAPITAL PROJECTS TIRZ FUND

The City of Alton, on December 29, 2009 through Ordinance 2009-09 created the “Reinvestment Zone Number One, City of Alton, TX”

The City issued \$1,250,000 in Zone Bonds in 2012 and \$1,955,000 in 2014. The funds were used for a variety of infrastructure projects within the Zone including street and road, drainage and sewer improvements, park improvements and purchase of equipment, update in technology and improvements to the fire station. All projects were completed in 2017.

The following chart show the total cost of the projects.

| Year | Amount Spent |
|-------|--------------|
| 2012 | \$275,937 |
| 2013 | \$909,467 |
| 2014 | \$254,945 |
| 2015 | \$1,377,409 |
| 2016 | \$661,607 |
| 2017 | \$4,846 |
| Total | \$3,484,210 |

The tax increment base value as reported by the Hidalgo County Appraisal District is the shown in the following chart.

| Tax Increment | Appraised Value (Net Taxable) | Net Increment | % Increment |
|-----------------|----------------------------------|---------------|-------------|
| Base Value 2009 | \$ 25,046,343 | | |
| Year 2010 | \$ 32,257,560 | \$ 7,211,217 | 22.3% |
| Year 2011 | \$ 32,965,161 | \$ 7,918,818 | 31.6% |
| Year 2012 | \$ 33,111,672 | \$ 8,065,329 | 32.2% |
| Year 2013 | \$ 37,620,374 | \$ 12,574,031 | 50.2% |
| Year 2014 | \$ 39,634,902 | \$ 14,588,559 | 58.2% |
| Year 2015 | \$ 44,289,718 | \$ 19,243,375 | 76.8% |
| Year 2016 | \$ 52,334,859 | \$ 27,288,516 | 109.0% |
| Year 2017 | \$ 56,336,831 | \$ 31,290,488 | 124.9% |

| | | | |
|-----------|---------------|---------------|--------|
| Year 2018 | \$ 62,331,912 | \$ 37,285,569 | 148.9% |
| Year 2019 | \$ 72,150,244 | \$ 47,103,901 | 188.1% |
| Year 2020 | \$ 79,249,667 | \$ 54,203,324 | 216.4% |
| Year 2021 | \$ 84,201,036 | \$ 59,154,693 | 236.2% |

Other two main projects funded by USDA and completed in 2016 were the construction of the fire station and a sewer lateral connection project. The following charts show the total cost of the projects.

USDA FIRE STATION FUND

Revenues Summary

| REVENUES | TOTAL PROJECT |
|-------------------------------|---------------------|
| Transfer In -TIRZ- City match | 508,585 |
| Transfer In - CCF | 192,000 |
| USDA – CO 2013 | 500,000 |
| USDA - Grant | 500,000 |
| TAMU-K Grant | 70,921 |
| Interest Earned | 361 |
| TOTAL REVENUES | \$ 1,771,884 |

Expenditures Summary

| EXPENDITURES | TOTAL PROJECT |
|---------------------------|---------------------|
| Construction Expense | 965,712 |
| Contractual Services | 539,711 |
| Capital Outlay | 77,193 |
| Bank Charges | 2,500 |
| TOTAL EXPENDITURES | \$ 1,585,116 |

USDA SEWER CONNECTIONS FUND

Revenues Summary

| REVENUES | TOTAL PROJECT |
|-----------------------|-------------------|
| USDA Grant | 509,652 |
| CO Series 2016 | 240,000 |
| Interest Earned | 77 |
| TOTAL REVENUES | \$ 749,729 |

Expenditures Summary

| EXPENDITURES | TOTAL PROJECT |
|---------------------------|-------------------|
| Contractual Services | 65,132 |
| Transfer Out to TIRZ Fund | 659,449 |
| Other Financing Uses | 21,000 |
| Bank Service Charges | 1,136 |
| TOTAL REVENUES | \$ 746,717 |

PROPRIETARY FUNDS

The Sewer Fund and Solid Waste Fund are enterprise type funds that account for sewer and solid waste collection services that are provided to the City's residents including some customers outside City limits.

Enterprise Funds are used to account for operations that are financed and operated in a manner similar to a private business. The intent is for the costs of providing services be financed primarily through user charges. The Sewer Fund and Solid Waste Fund account for all costs associated with operating the City's utilities services; this includes operations, maintenance, contractual services for billing & collections, administration and related debt service.

The main source of revenue is charges to customers for wastewater collection, solid waste collection and administration fees related to these services. The Enterprise Funds total revenues are estimated to be \$4,229,391, an increase of 3% from FY 2020-2021.

The City of Alton sewer rate includes a base charge and a volumetric rate based on water consumption per month. The base rate provides stability in our revenue as wastewater use is more volatile due to changes based upon the climate and precipitation. The Sewer Fund revenue is estimated to be \$2,329,675 with an increase of 4% from FY 2020-2021; the increase is due to the addition of approximately 50 new connections to the sewer system through the year for new development.

The base rate for residential customers will continue at \$19.25 per month. The charges for sewer services are based on monthly water consumption according to three tiers, for less than 10,000 gallons the rate is \$2.10/1000 gallons, for consumption between 10,000 and 20,000 it is \$2.50/1000 gallons and for more than 20,000 the rate is \$2.75/1000.

For commercial accounts, the monthly base rates are based on the water meter size; the consumption rate is set at \$2.50/1000 gallons of monthly water usage. The City is currently servicing sewer to approximately 4,200 households.

The Solid Waste revenue is estimated to be \$1,899,716, with an increase of 3% from FY 2020-2021. The increase is due to growth in our customer base. The schedule rates were established for Residential (Single-Family and Multi-Family dwellings) and Commercial; the fees depend on several factors, like the number of containers and pick-up frequency. There will be a 5% increase over the current rates in Fiscal Year 2021-2022. The City is currently servicing about 4,000 accounts through its solid waste services.

The proposed operating expenses budget for Enterprise Funds is \$3,918,075; we expect a decrease of 4% from FY 2020-2021.

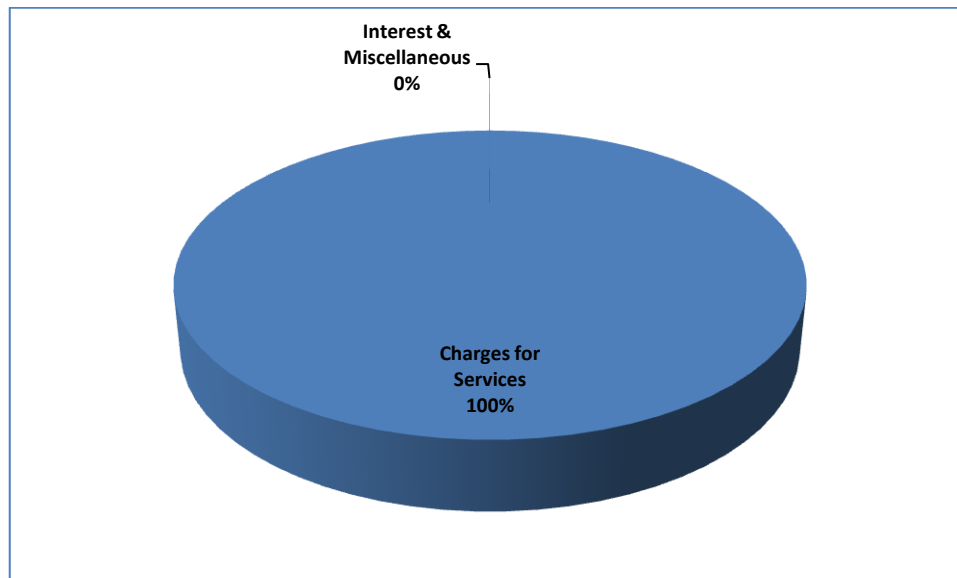
The following charts show the history of revenues and expenditures.

SEWER FUND

Revenues Summary

| Revenue Category | Actual FY 18-19 | Actual FY 19-20 | Budget FY 19-20 | Estimated Year End FY 20-21 | Budget FY 21-22 | Amount Change |
|-----------------------------|---------------------|---------------------|--------------------|-----------------------------------|--------------------|------------------|
| Charges for Services | 1,952,929 | 2,220,651 | 2,239,489 | 2,233,310 | 2,329,275 | 89,789 |
| Interest & Miscellaneous | 7,497 | 1,971 | 360 | 524 | 400 | 40 |
| Other Financing Sources | - | - | - | 131,514 | - | - |
| Totals | \$ 1,960,426 | \$ 2,222,622 | \$2,239,849 | \$2,365,348 | \$2,329,675 | \$ 89,826 |

Budget FY 2021-2022

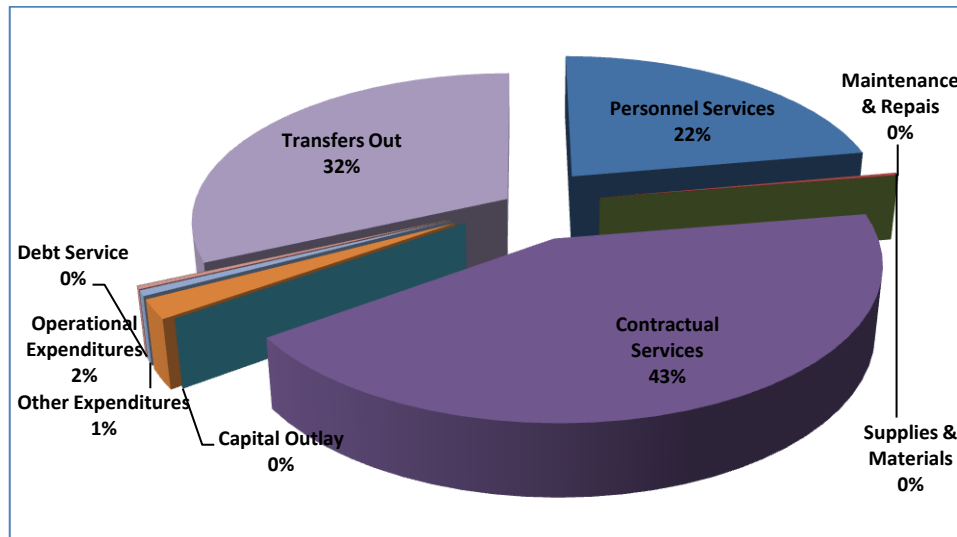


Sewer Fund

Expenditures Summary

| Expenditure Category | Actual FY 18-19 | Actual FY 19-20 | Budget FY 20-21 | Estimated Year End FY 20-21 | Budget FY 21-22 | Amount Change |
|-----------------------------|---------------------|---------------------|--------------------|-----------------------------------|--------------------|--------------------|
| Personnel Services | 259,213 | 306,019 | 338,209 | 331,621 | 468,654 | 130,445 |
| Contractual Services | 802,605 | 916,282 | 1,294,191 | 795,573 | 904,383 | (389,908) |
| Operational Expenditures | 19,890 | 24,431 | 21,271 | 26,150 | 43,800 | 22,529 |
| Maintenance & Repairs | - | - | - | - | - | - |
| Supplies & Materials | 3,940 | 16,290 | 5,000 | 5,696 | 6,000 | 1,000 |
| Debt Service | 14,367 | 7,740 | 7,020 | 7,014 | 7,020 | -9% |
| Capital Outlay | - | - | 66,000 | - | - | (66,000) |
| Transfers Out | 912,061 | 793,114 | 808,121 | 808,121 | 673,121 | (135,000) |
| Other Expenditures | 10,511 | 5,244 | 12,650 | - | 12,650 | - |
| Totals | \$ 2,022,587 | \$ 2,069,120 | \$2,552,462 | \$1,974,176 | \$2,115,628 | \$(436,834) |

Budget FY 2021-2022

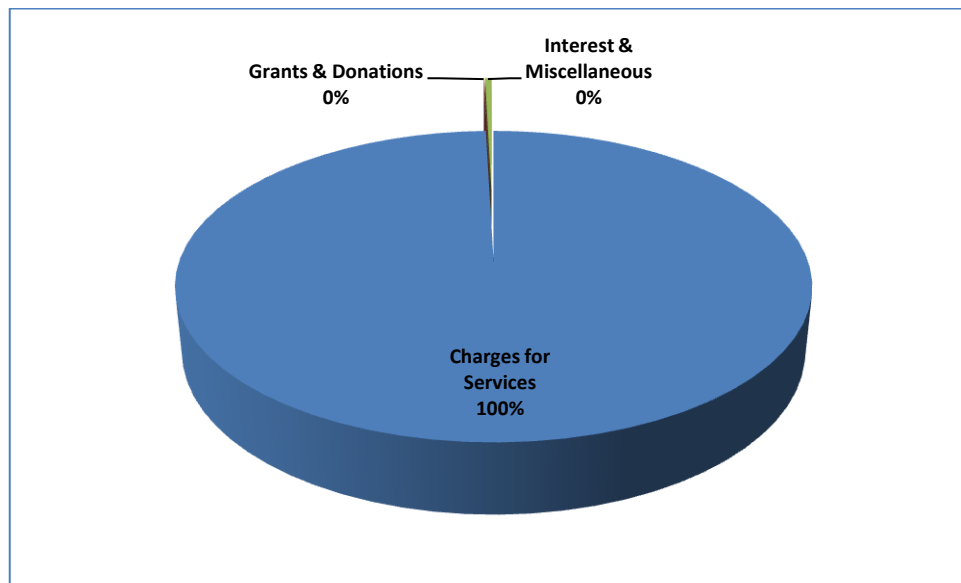


SOLID WASTE FUND

Revenues Summary

| Revenue Category | Actual FY 18-19 | Actual FY 19-20 | Budget FY 20-21 | Estimated Year End FY 20-21 | Budget FY 21-22 | Amount Change |
|-----------------------------|---------------------|--------------------|--------------------|-----------------------------------|--------------------|------------------|
| Charges for Services | 1,656,597 | 1,668,273 | 1,842,364 | 1,806,597 | 1,887,481 | 45,117 |
| Interest & Miscellaneous | 11,467 | 9,547 | 7,660 | 27,263 | 12,235 | 4,575 |
| Grants & Donations | 13,987 | 21,173 | 500 | 1,520 | - | (500) |
| Totals | \$ 1,682,051 | \$1,698,993 | \$1,850,524 | \$1,835,380 | \$1,899,716 | \$49,192 |

Budget FY 2021-2022

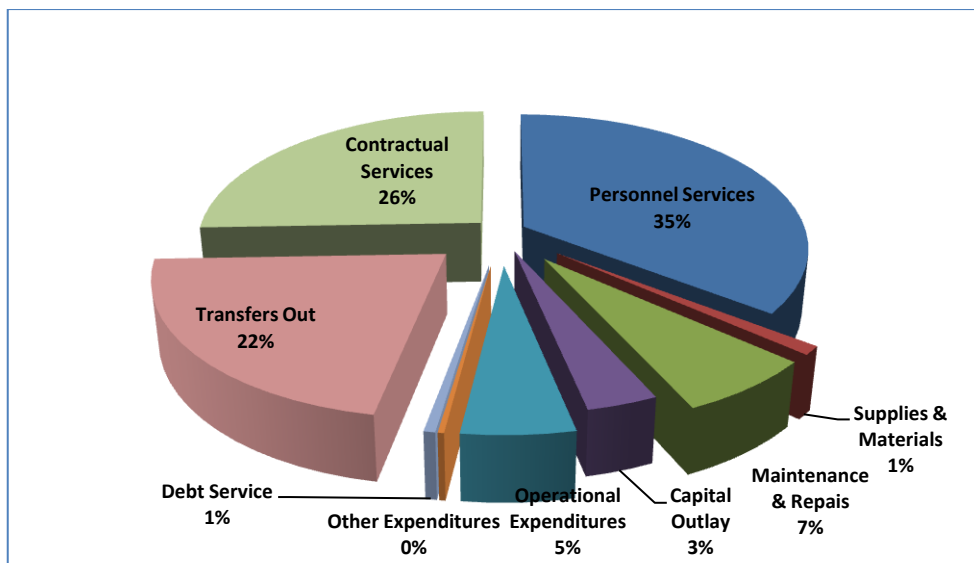


Solid Waste Fund

Expenditures Summary

| Expenditure Category | Actual FY 18-19 | Actual FY 19-20 | Budget FY 20-21 | Estimated Year End FY 20-21 | Budget FY 21-22 | Amount Change |
|-----------------------------|--------------------|--------------------|--------------------|-----------------------------------|--------------------|------------------|
| Personnel Services | 380,782 | 417,394 | 461,048 | 376,797 | 592,272 | 131,224 |
| Contractual Services | 402,255 | 367,516 | 402,984 | 463,703 | 427,276 | 24,292 |
| Operational Expenditures | 91,479 | 72,773 | 82,156 | 77,329 | 89,796 | 7,640 |
| Maintenance & Repairs | 138,185 | 107,870 | 118,000 | 186,558 | 113,000 | (5,000) |
| Supplies & Materials | 9,865 | 3,958 | 10,600 | 4,929 | 17,300 | 6,700 |
| Debt Service | 10,602 | 8,058 | 16,174 | 14,876 | 9,227 | (6,947) |
| Capital Outlay | 41,222 | 50,856 | 61,500 | 51,244 | 57,614 | (3,886) |
| Transfers Out | 604,000 | 505,000 | 240,000 | 240,000 | 360,000 | 120,000 |
| Other Expenditures | 7,500 | 8,400 | 5,000 | - | 5,000 | - |
| Totals | \$1,685,891 | \$1,541,825 | \$1,397,462 | \$1,415,435 | \$1,671,485 | \$274,023 |

Budget FY 2021-2022



APPENDICES

APPENDIX A: City of Alton Tax Ordinance

ORDINANCE 2021-16-0928

AN ORDINANCE FIXING THE RATE AND TAX LEVY FOR THE CITY OF ALTON, TEXAS FOR THE FISCAL YEAR BEGINNING OCTOBER 1, 2021 AND ENDING SEPTEMBER 30, 2022, UPON ALL TAXABLE PROPERTY IN SAID CITY OF ALTON, TEXAS IN CONFORMITY WITH THE LAWS OF THE STATE OF TEXAS AND THE ORDINANCES OF SAID CITY; AND PROVIDING FOR A WAIVER OF SECOND AND THIRD READING; AND REPEALING ALL ORDINANCES OR PARTS OF ORDINANCES IN CONFLICT THEREWITH.

NOW THEREFORE, BE IT ORDAINED BY THE CITY COMMISSION OF THE CITY OF ALTON TEXAS, THAT:

Section 1: That there shall be and is hereby levied and shall be assessed and collected for the year beginning January 1, 2021 upon all taxable property within the city limits of Alton, made taxable by law, an ad valorem tax of \$.4367 on each assessment to be based on one hundred (100%) per annum of its actual market value, which said taxes when collected shall be apportioned among the funds and departments of city government of the City of Alton, Texas and for the purpose hereinafter set forth as follows, to wit:

A portion to the Maintenance & Operations: \$ 0.3173

A portion to the Interest & Sinking: \$ 0.1194

Total Rate of: \$ 0.4367

THIS TAX RATE WILL RAISE MORE TAXES FOR MAINTENANCE AND OPERATIONS THAN LAST YEAR'S TAX RATE.

THE TAX RATE WILL EFFECTIVELY BE RAISED BY 6.33 PERCENT AND WILL RAISE TAXES FOR MAINTENANCE AND OPERATIONS ON A \$100,000 HOME BY APPROXIMATELY \$1.40.

Section 2: The City Tax Assessor of the City of Alton, Texas is hereby directed to assess, extend and enter upon the tax rolls of the City of Alton, Texas for the current year, the amounts and rates therein levied, and keep a correct account of same and when collected, the same be deposited in the depository of the City of Alton, Texas to be distributed in accordance with this Ordinance.

Section 3: Waiving 2nd and 3rd reading of the ordinance.

Section 4: All Ordinances or parts of Ordinances in conflict herewith are expressly repealed.

READ, APPROVED, AND PASSED BY A VOTE of 5 ayes and 0 nays on this 28th day of September, 2021 at a GENERAL AND DULY CALLED MEETING OF THE CITY COMMISSION OF THE CITY OF ALTON TEXAS, at which a quorum was present and which was held in accordance with Chapter 551, of the Texas Government Code.

EXECUTED THIS 28th DAY OF SEPTEMBER, 2021.

BY: Sal Vela
HONORABLE SALVADOR VELA, MAYOR

ATTEST:

BY: Baudelia Rojas
BAUDELIA ROJAS CPM, TRMC|CMC
CITY SECRETARY



APPROVED AS TO FORM:

BY: [Signature]
HON. RICARDO GONZALEZ, CITY ATTORNEY

APPENDIX B: Strategic Initiatives 2020-2024

| GOAL | STRATEGIC INITIATIVE |
|---|--|
| 1. Efficient Government | 1.1 Create a Commercial Solid Waste Division |
| Deliver high quality service in a cost effective manner | 1.2 Improve communications with City Administration for external and internal customers |
| | 1.3 Develop the City of Alton's Human Capital |
| | 1.4 Enhance Alton's current recycling program |
| | 1.5 Develop and maintain Geographic Information System (GIS) mapping |
| | 1.6 Reduce City election expenses |
| | 1.7 Increase transparency of Alton City Government |
| 2. Culture and Entertainment | 2.1 Increase social opportunities for area seniors |
| Provide opportunities for residents and visitors to recreate, socialize and enhance their knowledge of the area's history and culture | 2.2 Provide structured recreational opportunities for youth |
| | |
| 3. Infrastructure and Transportation | 3.1 Increase mobility for constituents by providing a public transportation option |
| Invest, improve and maintain Alton's infrastructure and roadway system | 3.2 Improve the functionality of principal arterials |
| | 3.3 Promote sustainability of neighborhoods through pavement management |
| | 3.4 Fund, construct and maintain a Wastewater Treatment Plant |
| | |
| 4. Health and Safety | 4.1 Improve the safety of citizens and visitors through the deployment of a city-wide surveillance camera system |
| Continue to provide and maintain a healthy and safe environment in which to live, work and visit | 4.2 Enhance Alton's fire protection resources |
| | 4.3 Increase pedestrian and vehicular safety in school zones |
| | 4.4 Increase the Level of Service for medical emergencies |
| | 4.5 Improve the effectiveness of resources utilized to extinguish brush fires |
| | 4.6 Aid in the reduction of crime with improved street lighting |
| | |
| 5. Livability/Sustainability | 5.1 Provide Internet access to all residents |
| Improve the quality of life in Alton for its constituents in a manner that will be sustainable | 5.2 Create and maintain a healthy fund balance for the City's General Fund |
| | 5.3 Develop and adopt a Comprehensive Plan for Alton |
| | 5.4 Reduce the City's dependence on debt for capital outlays |
| | 5.5 Provide recreational space for residents in Alton's northwest quadrant |
| | 5.6 Create a sustainable solution for disposal of residential brush |
| | |
| 6. Economic Development | 6.1 Enhance growth opportunities for existing businesses |
| Create new opportunities for economic development and promote existing commercial establishments | 6.2 Open new areas of the City for economic development |
| | |

Strategic Initiative #1.1

Goal: Efficient Government

Deliver high quality service in a cost effective manner

Initiative #1.1 Create a Commercial Solid Waste Division

| Operational Items: | Estimated Completion Date: |
|--|----------------------------|
| 1. Engage a consultant to perform a Comprehensive Solid Waste Rate Study | Fall 2020 |
| 2. Purchase equipment - 2a. 2 commercial garbage trucks 2b. 1 bin delivery truck 2c. Metal bins | Fall 2023 |
| 3. Employ two (2) additional operators | Fall 2023 |
| 4. Maintenance of trucks and bins | On going |



Strategic Initiative #1.2

Goal: Efficient Government

Deliver high quality service in a cost effective manner

Initiative #1.2 Improve communications with City Administration for external and internal customers

| Operational Items: | Estimated Completion Date: |
|--|----------------------------|
| 1. Procure, install and program a linked communication system from City Hall to ARTC, Fire Station, Senior Center, Community Center and Public Works | Summer 2020 |



Strategic Initiative #1.3

Goal: Efficient Government

Deliver high quality service in a cost effective manner

Initiative #1.3 Develop the City of Alton's Human Capital

| Operational Items: | | | | | Estimated Completion Date: |
|---|--|--|--|--|----------------------------|
| 1. Determine market value of employment positions | | | | | Spring 2020 |
| 2. Incentivize employment longevity | | | | | Spring 2020 |
| 2a. Pay plan | | | | | |
| 2b. Certifications/longevity | | | | | |
| 3. Enhance employee evaluation process | | | | | Spring 2020 |
| 4. Evaluate and enhance employee benefits package | | | | | Fall 2020 |
| 5. Further develop employee training program | | | | | Fall 2020 |
| 6. Purchase HR Software | | | | | Fall 2020 |



Strategic Initiative #1.4

Goal: Efficient Government

Deliver high quality service in a cost effective manner

Initiative #1.4 Enhance Alton's current recycling program

| Operational Items: | Estimated Completion Date: |
|---|----------------------------|
| 1. Build a recycling center to lower processing costs | Winter 2020 |
| 2. Construct a parking lot for public and employees | Winter 2020 |
| 3. Construct area for sanitizing of recycling bins | Winter 2020 |



Strategic Initiative #1.5

Goal: Efficient Government

Deliver high quality service in a cost effective manner

Initiative #1.5 Develop and maintain Geographic Information System (GIS) mapping

| Operational Items: | Estimated Completion Date: |
|---|----------------------------|
| 1. Procure engineering firm to create GIS map | Summer 2020 |
| 2. Finalize mapping | Spring 2021 |
| 3. In-house maintenance of GIS map | On-going |



Strategic Initiative #1.6

Goal: Efficient Government

Deliver high quality service in a cost effective manner

Initiative #1.6 Reduce City Election expenses

| Operational Items: | Estimated Completion Date: |
|-------------------------------------|----------------------------|
| 1. Procure four (4) voting machines | Winter 2020 |



Strategic Initiative #1.7

Goal: Efficient Government

Deliver high quality service in a cost effective manner

Initiative #1.7 Increase transparency of Alton City Government

| Operational Items: | Estimated Completion Date: |
|--|----------------------------|
| 1. Install projector and screen in Commission Chambers | Spring 2020 |
| 2. Enhance sound system | Spring 2021 |
| 3. Live stream City Commission meetings | Spring 2021 |



Strategic Initiative #2.1

Goal: Culture & Entertainment

Provide opportunities for residents and visitors to recreate, socialize, and enhance their knowledge of the area's history and culture

Initiative #2.1 Increase social opportunities for area seniors

| Operational Items: | Estimated Completion Date: |
|--|----------------------------|
| 1. Move Senior Center activities to Community Center (Recreation Center) | Summer 2020 |
| 2. Reprogram Senior services | Summer 2020 |
| 3. Repurpose Senior Center | Fall 2020 |



Strategic Initiative #2.2

Goal: Culture & Entertainment

Provide opportunities for residents and visitors to recreate, socialize, and enhance their knowledge of the area's history and culture

Initiative #2.2 Provide structured recreational opportunities for area youth

| Operational Items: | Estimated Completion Date: |
|---|----------------------------|
| 1. Create youth leagues for baseball and basketball | Fall 2020 |
| 2. Employ one (1) Recreation Coordinator | Fall 2020 |
| 3. Create youth soccer leagues | Spring 2021 |



Strategic Initiative #3.1

Goal: Infrastructure and Transportation

Invest, improve and maintain Alton's infrastructure and roadway system

Initiative #3.1 Increase mobility for constituents by providing a public transportation option

| Operational Items: | Estimated Completion Date: |
|---|----------------------------|
| 1. Partner with Valley Metro Bus Service to provide routes in and through Alton | Spring 2021 |



Strategic Initiative #3.2

Goal: Infrastructure and Transportation

Invest, improve and maintain Alton's infrastructure and roadway system

Initiative #3.2 Improve the functionality of principal arterials

| Operational Items: | Estimated Completion Date: |
|--|----------------------------|
| 1. Collaborate with Hidalgo County Precinct 3 for roadway improvements | Fall 2024 |
| 1a. Mile 6 Rd. from Inspiration to Alton Blvd. | |
| 1b. N. Trosper Rd. from Main Ave to Mile 6 Rd. | |
| 1c. S. Trosper Rd. from Main Ave. to Mile 4 Rd. | |
| 1d. S. Stewart Rd. from Main Ave. to Mile 4 Rd. | |
| 1e. N. Mayberry Rd. from Main Ave. to Mile 5 1/2 | |



Strategic Initiative #3.3

Goal: Infrastructure and Transportation

Invest, improve and maintain Alton's infrastructure and roadway system

Initiative #3.3 Promote the sustainability of neighborhoods through pavement management

| Operational Items: | Estimated Completion Date: |
|--|----------------------------|
| 1. Repave residential streets based on pavement conditions as determined by Roadbotics | |
| 1a. Nuevo Alton (North of Madison - Campeche) | |
| i. North Third | Summer 2020 |
| ii. Middle Third | Summer 2021 |
| iii. South Third | Summer 2022 |
| 1b. N. Chicago, N. Dallas & N. Eagle Sts. | Summer 2023 |
| 1c. Todo Subdivision | Summer 2024 |
| 1d. Austin Street north and south of Main Ave. | Summer 2024 |



Strategic Initiative #3.4

Goal: Infrastructure and Transportation

Invest, improve and maintain Alton's infrastructure and roadway system

Initiative #3.4 Fund, construct and maintain a Wastewater Treatment Plant

| Operational Items: | Estimated Completion Date: |
|---|----------------------------|
| 1. Obtain funding | Summer 2020 |
| 2. Procure Design Engineer | Fall 2020 |
| 3. Procure contractor for construction of the Plant | Winter 2021 |
| 4. Plant completion | Winter 2022 |
| 5. Purchase necessary maintenance equipment | Fall 2022 |
| 6. Employ six (6) WWTP operators | Fall 2022 |



Strategic Initiative #4.1

Goal: Health and Safety

Continue to provide and maintain a healthy and safe environment in which to live, work and visit

Initiative #4.1 Improve the safety of citizens and visitors through the deployment of a city-wide surveillance camera system

| Operational Items: | Estimated Completion Date: |
|--|----------------------------|
| 1. Purchase necessary equipment in four (4) phases | |
| 1a. Sylvia Vela Park and City Hall Complex | Winter 2020 |
| 1b. Intersections of principal arterials | Winter 2021 |
| 1c. Josefa Garcia Park and remaining major intersections | Winter 2022 |
| 1d. Major intersections on Mile 6 Road | Winter 2023 |
| 2. Portable Sky Tower | Winter 2020 |



Strategic Initiative #4.2

Goal: Health and Safety

Continue to provide and maintain a healthy and safe environment in which to live, work and visit

Initiative #4.2 Enhance Alton's fire protection resources

| Operational Items: | Estimated Completion Date: |
|--|----------------------------|
| 1. Partner with Sharyland Water Supply to install fire hydrants in strategic areas | |
| 1a. Install hydrants along principal arterials on the eastside of Alton | Summer 2020 |
| 1b. Install hydrants along principal arterials on the westside of Alton | Summer 2021 |



Strategic Initiative #4.3

Goal: Health and Safety

Continue to provide and maintain a healthy and safe environment in which to live, work and visit

Initiative #4.3 Increase pedestrian and vehicle safety in school zones

| Operational Items: | Estimated Completion Date: |
|---|----------------------------|
| 1. Procure two (2) portable speed limit sign trailers | Fall 2020 |



Strategic Initiative #4.4

Goal: Health and Safety

Continue to provide and maintain a healthy and safe environment in which to live, work and visit

Initiative #4.4 Increase level of service for medical emergencies

| Operational Items: | Estimated Completion Date: |
|---|----------------------------|
| 1. Purchase a rescue truck for medical calls for service | Summer 2021 |
| 2. Research the possibility of providing city-owned ambulance service | |
| 2a. Perform a feasibility study | Winter 2020 |
| 2b. Purchase one (1) ambulance | Winter 2021 |
| 2c. Hire eight (8) personnel | Fall 2021 |
| i. Employ six (6) EMT/Firefighters | |
| ii. Employ two (2) dispatchers | |
| 2d. Purchase one (1) ambulance | Winter 2023 |



Strategic Initiative #4.5

Goal: Health and Safety

Continue to provide and maintain a healthy and safe environment in which to live, work and visit

Initiative #4.5 Improve the effectiveness of resources utilized to extinguish brush fires

| Operational Items: | Estimated Completion Date: |
|--------------------------------|----------------------------|
| 1. Purchase a front end loader | Fall 2020 |



Strategic Initiative #4.6

Goal: Health and Safety

Continue to provide and maintain a healthy and safe environment in which to live, work and visit

Initiative #4.6 Aid in the reduction of crime with improved street lighting

| Operational Items: | Estimated Completion Date: |
|--|----------------------------|
| 1. Replace older luminaries with efficient and brighter lights | Spring 2020 |
| 2. Install new lights on principal arterials | Fall 2020 |
| 3. Install lighting in neighborhoods with little or no street lighting | Summer 2021 |



Strategic Initiative #5.1

Goal: Livability and Sustainability

Improve the quality of life in Alton for its constituents in a manner that will be sustainable

Initiative #5.1 Provide Internet access to all residents

| Operational Items: | Estimated Completion Date: |
|--|----------------------------|
| 1. Provide 90% coverage over the city limits 1a. Install three (3) monopole towers 1b. Utilize 40 existing utility poles for repeaters | Spring 2020 |
| 2. Provide 100% coverage of city limits 2a. Install one (1) monopole tower 2b. Utilize 20 existing utility poles for repeaters | Fall 2020 |
| 3. Develop plan to operate and maintain entire system in-house | Fall 2024 |



Strategic Initiative #5.2

Goal: Livability and Sustainability

Improve the quality of life in Alton for its constituents in a manner that will be sustainable

Initiative #5.2 Create and maintain a twenty-five (25) per cent reserve for the General Fund

| Operational Items: | Estimated Completion Date: |
|--|----------------------------|
| 1. Create and adopt a Fund Balance Policy | Fall 2020 |
| 2. Implement fund balance policy responsibly | Fall 2029 |



Strategic Initiative #5.3

Goal: Livability and Sustainability

Improve the quality of life in Alton for its constituents in a manner that will be sustainable

Initiative #5.3 Develop and adopt a Comprehensive Plan for Alton

| Operational Items: | Estimated Completion Date: |
|--|----------------------------|
| 1. Procure a Planning Consultant to assist with plan development | Fall 2020 |
| 2. Develop and adopt a Comprehensive Plan | Fall 2021 |



Strategic Initiative #5.4

Goal: Livability and Sustainability

Improve the quality of life in Alton for its constituents in a manner that will be sustainable

Initiative #5.4 Reduce the City's dependence on debt for capital outlays

| Operational Items: | Estimated Completion Date: |
|---|----------------------------|
| 1. Develop a Depreciation Fund in the General, Solid Waste and Wastewater Funds | Fall 2029 |



Strategic Initiative #5.5

Goal: Livability and Sustainability

Improve the quality of life in Alton for its constituents in a manner that will be sustainable

Initiative #5.5 Provide recreational space for residents in Alton's northwest quadrant

| Operational Items: | Estimated Completion Date: |
|---|----------------------------|
| 1. Redevelop Elizondo Park to promote family gatherings | |
| 1a. Install shade structures, bbq pits and picnic tables | Spring 2020 |
| 1b. Rehabilitate existing walking trail | Spring 2021 |
| 1c. Install landscaping and irrigation | Fall 2021 |
| 1d. Repave existing parking lot | Fall 2024 |
| 2. Provide connectivity from adjacent neighborhoods to the park | Fall 2023 |



Strategic Initiative #5.6

Goal: Livability and Sustainability

Improve the quality of life in Alton for its constituents in a manner that will be sustainable

Initiative #5.6 Create a sustainable solution for the disposal of residential brush

| Operational Items: | Estimated Completion Date: |
|--|----------------------------|
| 1. Research and determine most efficient and environmentally friendly method to dispose of brush | Spring 2020 |
| 2. Locate and purchase property for brush disposal site | Spring 2021 |
| 3. Purchase or rent brush disposal equipment | Summer 2021 |
| 4. Hire two (2) brush site employees | Summer 2021 |
| 5. Purchase a new brush truck | Summer 2022 |



Strategic Initiative #6.1

Goal: Livability and Sustainability

Improve the quality of life in Alton for its constituents in a manner that will be sustainable

Initiative #6.1 Enhance growth opportunities for existing businesses

| Operational Items: | Estimated Completion Date: |
|---|----------------------------|
| 1. Develop a Business Retention and Expansion (BRE) Program | |
| 1a. Provide education, training, grants and loans to established businesses | Fall 2020 |
| 1b. Develop Chamber of Commerce Membership levels to incorporate various levels of marketing effort | Spring 2021 |
| 1c. Employ a BR&E Coordinator | Fall 2021 |



Strategic Initiative #6.2

Goal: Livability and Sustainability

Improve the quality of life in Alton for its constituents in a manner that will be sustainable

Initiative #6.2 Open new geographic areas of the City for economic development

| Operational Items: | Estimated Completion Date: |
|--|----------------------------|
| 1. Partner with SWSC to install adequately sized water lines and fire protection adjacent to Alton Blvd. | Winter 2023 |



APPENDIX C: Glossary

The City of Alton Adopted Budget contains specialized and technical terminology that is unique to public finance and budgeting. To help both City departments staff and the general public understand the terminology used during the budget process, this glossary is included in the adopted and published budget document as a reference.

Accrual Basis - The basis of accounting where transactions are recognized when they occur, regardless of the timing of related cash flows.

Ad Valorem Taxes - Commonly referred to as property taxes. Charges levied on all property, real personal, mixed tangible, intangible, annexations, additions and improvements to property located within.

Amended Budget – Budgets approved by the Board of Aldermen subsequent to the original budget in a fiscal period

Appropriation - An authorization made by the legislative body, such as the City council, to make expenditures and incur obligations for the City.

Assessed Valuation - A value that is established on real estate or other property as a basis for levying property taxes.

Asset - Resources owned or held which have monetary value that can be used to cover or be applied to cover liabilities.

Audit - A comprehensive examination of how an organization's resources were actually utilized, concluding in a written report of the findings. A financial audit is a review of the accounting system and financial information to determine how government funds were spent and whether expenditures were in compliance with the legislative body's appropriations. A performance audit consists of a review of how well the organization met its stated goals.

Balanced Budget - A balanced budget occurs when the total sum of money a government collects in a year is equal to the amount it spends on goods, services, and debt interest.

Balance Sheet - A financial statement that discloses the assets, liabilities, and equity of a specific governmental fund as of a specific date.

Basis of Accounting - The method of accounting used to recognize revenues, expenses, expenditures and transfers, and the related assets and liabilities.

Beginning Fund Balance – The available funds at the end of a fiscal year for use in the following fiscal year.

Bond - An interest-bearing certificate of debt; a written contract by an issuer to pay to the lender a fixed principal amount on a stated future date, and a series of interest payments on the principal amount until it is paid. The Bonds are frequently used for construction of large capital projects such as buildings, streets, and water and sewer infrastructure.

Budget -A financial plan for a specified period of time of projected resources and proposed expenditures.

Budget Basis – The basis of accounting used to formulate the budget. This usually takes one of three forms – GAAP basis, cash basis, or modified accrual basis.

Budget Calendar -A schedule of key dates that the City follows in the preparation and adoption of the City's budget.

Budget Category -A group of expenses related by function.

Budgetary Control – Measures in place for the purpose of monitoring expenditures to ensure that they are within the limitations of available revenues or resources.

Budget Document - The instrument used by the City staff to present a comprehensive financial program to the City Council.

Capital Improvement Plan - A plan for capital expenditures to provide long-lasting physical improvements to be acquired over a fixed period of years.

Capital Outlay - Expenditures that result in the acquisition of or addition to fixed assets.

Cash Balance -The amount of cash on hand and cash equivalents at any point in time, net of inflows and outflows.

Cash Basis -A basis of accounting under which transactions are recorded when cash is received or disbursed.

Certificate of Obligation (CO's) -Legal debt instruments used to finance capital improvement projects. CO's are backed by the credit of the government entity and are fully payable from a property tax.

Charges for Services – Revenue generated by charging a fee to those using a service or program.

Contingency -An appropriation reserve set aside for emergencies or unforeseen expenditures not budgeted.

Contractual Service – A contractual agreement of expenditures for service performed by someone other than the employees of the City of Ballwin. For example, legal services, banking and audit services, and maintenance agreements.

Current Taxes -Taxes that are levied and due within the current year.

Debt Service Fund -A fund established to account for payment of principal and interest on outstanding bonds when due. Also referred to as an Interest and Sinking Fund.

Delinquent Taxes -Property taxes that remain unpaid on and after the due date. Delinquent taxes also incur penalties and interest at specified rates set by law.

Department -A functional group aimed at accomplishing a major service or program using related activities.

Depreciation -The allocation of the cost of a fixed asset over the estimated service life of that asset.

Effective Tax Rate -The rate that produced the same effect in terms of the total amount of taxes last year using the assessed valuation in the current year.

Employee – A person that is hired by and paid through the payroll system of the City of Alton.

Employee (Fringe) Benefits – Contributions or premiums paid by the City of Alton for pension, health and dental insurance for its employees.

Enterprise Fund -A fund that operates like a business with the intent that costs of providing the services will be recovered through user charges such as sewer and garbage.

Expenditure -This term refers to total funds paid or to be paid for an asset or goods or services regardless whether the expense has been paid or unpaid.

Fiscal Year -The time period designated by the City signifying the beginning and ending period for recording financial transactions. The City of Alton has specified the fiscal year as beginning October 1.

Fixed Assets -Assets of a long-term character which are intended to be held or used, such as buildings, machinery, furniture, equipment and land.

Full-Time Equivalent (FTE) -The 40 hours per week that constitutes a regular full-time position.

Fund -Separate accounting entities with their own resources, budgets and accounts for recording all financing transactions for specific activities or government functions.

Fund Balance -The difference between fund assets and fund liabilities, excess being a surplus and a shortfall being a deficit.

General Fund -The largest fund within the City that accounts for all financial resources of the government except for those required to be accounted for in another fund. General Fund revenues include property taxes, licenses and permits, local taxes, service charges, and other types of revenue. This fund usually includes most of the basic operating services, such as fire and police protection, finance, public health, parks and community services, public works, and general administration.

General Obligation Bonds -Voter approved bonds that finance a variety of public projects such as streets, buildings, and capital improvements. The Debt Service Fund is usually used to service and pay the debt issued. These bonds are backed by the full faith and credit of the city.

Grants -Contributions or gifts of cash or other assets from another government or entity to be used for a specific purpose, activity or facility.

Governmental Fund - Funds through which most governmental functions typically are financed. There are five different types of governmental funds: the general fund, special revenue funds, debt service funds, capital project funds and permanent funds.

Interfund Transfers -Amounts transferred from one fund to another.

Infrastructure – Long-lived capital assets that normally are stationary in nature and normally can be preserved for a significantly greater number of years than most capital assets. Examples of infrastructure assets include roads, bridges, and water and sewer systems.

Modified Accrual Basis -A basis of accounting in which revenues should be recognized in the accounting period in which they become available and measurable and expenditures are recorded in the accounting period that they are incurred. This type of accounting basis is the standard for most governmental funds.

Operating Budget - The plan of financial operation for a fiscal year. This budget is the primary means by which most of the financing, acquisition, spending and service delivery activities of a government are controlled.

Operating Expenditures – The cost of personnel, services, materials and supplies required for the general operations of a municipality.

Ordinance – A formal legislative enactment by the City Commission that has the full force and effect of law within the boundaries of the City of Alton.

Other Financing Sources – This is any increase in current financial resources that is reported separately from revenues to avoid distorting revenue trends. This would include any debt proceeds and any proceeds from the sale of capital assets.

Performance Measures -Specific quantitative and qualitative measures of work performed as an objective of the department.

Proprietary Fund - Funds that focus on the determination of operating income, changes in net assets (or cost recovery), financial position, and cash flows. There are two different types of proprietary funds: enterprise funds and internal service funds.

Public Hearing – An open meeting of the City Commission wherein members of the public may express their opinions and provide information on an issue, such as budgets, that is being considered by the Commission members.

Restricted Fund Balance – The portion of fund balances which have limitations imposed on their use either through external parties such as grantors or creditors or through enabling legislation.

Retained Earnings -An equity account reflecting the accumulated earnings of a proprietary, or enterprise fund.

Revenue Bonds -Bonds for which principal and interest are paid from an Enterprise or Proprietary Fund.

Sales Tax -A general "sales tax" is levied on all persons and businesses selling merchandise within the city limits on retail items.

Special Revenue Fund – A fund used to report specific revenue sources that are limited to being used for a particular purpose.

Tax Base - Certified by the Tax Appraisal District the total taxable value of all real and personal property within the city as of January 1st of each year.

Tax Increment Financing (TIF) – An economic development tool used to pay for development costs within a specific area of the City. 100% of property taxes (above those collected in an established base year) are used to finance the repayment of bonds issued to infrastructure improvements within the confines of the Tax Increment zone.

Tax Levy -The product of the tax rate per one hundred dollars multiplied by the tax base.

Tax Rate - The amount of tax levied against each \$100 of taxable value.

Tax Roll -The official list showing the amount of taxes levied against each taxpayer or property.

Taxes -Compulsory charges levied by a government for the purpose of financing services performed by the government for the common benefit of the public it serves.

Unassigned Fund Balance – The portion of general fund balance that is not assigned or restricted to be used for a specific purpose and that can be used for general operations.

APPENDIX D: Acronyms

ACA: Affordable Care Act

ADA: Americans with Disabilities Act

AICP: American Institute of Certified Planners

APA: American Planning Association

APWA: American Public Works Association

BOAT: Building Official Association of Texas

CADC: City of Alton Development Corporation

CAFR: Comprehensive Annual Financial Report (audit)

CDL: Commercial Driver License

CIP: Capital Improvement Program

CIS: Customer Information System

CPA: Certified Public Accountant

CPR: Cardiopulmonary Resuscitation

COBRA: Consolidated Omnibus Budget Reconciliation Act

CTHRMA: Central Texas Human Resource Management Association

EDC: Economic Development Corporation

EMS: Emergency Medical Services

LEEDA: Law Enforcement Executive Development Association

FEMA: Federal Emergency Management Association

FBI: Federal Bureau of Investigations

FICA: Federal Insurance Contribution Act (commonly referred to as Social Security)

FRO: First Responder Organization

FTA: Failure to Appear

FY: Fiscal Year

GAAFR: Governmental Accounting, Auditing, and Financial Reporting

GAAP: Generally Accepted Accounting Procedures

GASB: Governmental Accounting Standards Board

GFOA: Government Finance Officers Association

GFOAT: Government Finance Officers Association of Texas

GIS: Geographic Information System

GL: General Ledger

HIPAA: Health Insurance Portability and Accountability Act

HVAC: Heating, ventilation, and air conditioning

ICD: International Classification of Diseases

ICMA: International City/County Management Association

ICSC: International Council of Shopping Centers

I&S: Interest and Sinking

IEDC: International Economic Development Council

ISO: International Organization for Standardization

LBSP: Local Border Security Program

LUPE: La Union del Pueblo Entero

M&O: Maintenance and Operation

MOU: Memorandum of Understanding

NFPA: National Fire Protection Association

O&M: Operations and maintenance

OPSG: Operation Stonegarden

PFIA: Public Funds Investment Act

PO: Purchase Orders

PPFC: Public Property Finance Corporation

PW: Public Works

P&Z: Planning and Zoning

RLF: Revolving Loan Fund

ROW: Right of way

SCBA: Self-Contained Breathing Apparatus

SHRM: Society for Human Resource Management

STEP: Selective Traffic Enforcement Program

SWSC: Sharyland Water Supply Corporation

TAGITM: Texas Association of Government IT Managers
TAMIO: Texas Association of Municipal Information Officers
TCEQ: Texas Commission on Environmental Quality
TCFP: Texas Commission on Fire Protection
TCLEDDS: Texas Commission on Law Enforcement Data Distributions System
TCMA: Texas City Managers Association
TDA: Texas Downtown Association
TEDC: Texas Economic Development Council
TIRZ: Tax Increment Reinvestment Zone
TMCA: Texas Municipal Clerks Association
TMCCP: Texas Municipal Clerks Certification Program
TMHRA: Texas Municipal Human Resource Association
TMRS: Texas Municipal Retirement System
TOP: Forms Overlay
TPCA: Texas Police Chiefs Association
TPWA: Texas Public Works Association
TxDOT: Texas Department of Transportation